





EUROPEAN NEWS

Mitterrand determined to fight inflation

By Paul Betts in Paris

PRESIDENT Francois Mitterrand reiterated his commitment to economic deregulation and to freeing industrial prices in France at a cabinet meeting yesterday.

At the same time, however, he renewed the administration's priority of fighting inflation, aiming to hold the rise in the consumer price index to what is generally regarded as a highly optimistic 5 per cent rate in 1984.

Although the left-wing government is committed to gradual price deregulation in France, it has asked enterprises to sign pledges to the government to contain price increases this year within the bounds of the government's 5 per cent inflation target for 1984.

The government said yesterday 65 contracts on future price rises had been signed between French enterprises and the administration in the industrial sector, price rises this year will range between four and five per cent to be introduced in two stages.

Wage rises

Moreover, the government is also seeking to contain overall wage rises to the 5 per cent target this year.

The Government said yesterday that public sector wage rises, due to be negotiated soon, would be calculated not only on the basis of net salaries but also including other benefits like merit and seniority rises.

On this basis, public sector wage rises are more likely to be of the order of around 2 per cent.

M Pierre Mauroy, the Prime Minister, also called for moderation in public transport price rises and for more stable social charges for French enterprises.

For its part, the Finance Ministry announced yesterday increases in petroleum product prices as of next week Wednesday in France. This will bring the price of a litre of top grade petrol in the Paris region over the psychologically important FF 5 per litre level.

The Government also made an upward revision in the U.S. dollar-franc rate to FF 8.15 for the purpose of calculating petroleum prices in its domestic oil price fixing formula.

Top Dublin jobs to be opened up

By Brendan Keenan in Dublin

SENIOR IRISH civil servants are discussing proposals which would effectively "Europeanise" their jobs and offer top posts to candidates from outside the public service.

Unions representing top civil servants were told yesterday by Mr John Boland, the minister for the public service, that the Government would ask the public service advisory committee to assess the performance of civil servants with a view to picking its candidates for promotion.

Where necessary jobs would be advertised outside the service and permanent secretaries would serve in the same job for a maximum of seven years and have to retire at 60 instead of the present 65.

Mr Boland's plan is part of his attempts to streamline the honest but cumbersome Irish Civil Service. There have been consistent complaints that the bureaucracy is unable to cope with industrial and technological change and that its assessment and monitoring of public projects has been poor.

Bank to freeze payments

By Our Dublin Correspondent

A DUBLIN merchant bank has agreed to freeze payments from one of its accounts while investigations continue into alleged connections between the funds and the failed Italian bank, Banco Ambrosiano.

A Peruvian subsidiary of the reconstituted Nuovo Banco Ambrosiano, Banco Ambrosiano Andino, SA, obtained an injunction against the Dublin bank, Ansbacher and Co, on Tuesday, requiring it to identify an account holder who had transferred between 112,000 (£16m) and 112,000 to the Dublin bank in June 1981.

The money is understood to have been in the form of investment funds which were managed by Ansbacher, an independent Irish bank which has no connection with other banks bearing the name "Ansbacher".

The money was paid in by the Panamanian branch of Banque Nationale de Paris, and it was said in court that it was one of a series of transactions made by the Panamanian bank and which related to "an international fraud of immense proportions". Banco Ambrosiano collapsed in 1982 with \$1.4bn unaccounted for.

Jaruzelski and Glempt to hold talks today on detainees

BY CHRISTOPHER BOBINSKI IN WARSAW AND DAVID BUCHAN IN LONDON

THE PENDING trial of seven Solidarity leaders and four prominent political dissidents from the KOR group was expected to be raised by Cardinal Jozef Glemp, Poland's Primate, at a meeting today with Gen Wojciech Jaruzelski, the country's military leader.

The meeting will be the culmination of behind-the-scenes talks between church and state which have run since the Pope's visit to the summer.

In a gesture of goodwill before the present meeting, the Vatican passed the word in Western governments that it now opposes Western economic sanctions against Poland.

The threat of an imminent trial of the political prisoners has figured prominently in the capital city of Sofia and a secretary of the central committee, who now takes full Poliburo status and the job of first deputy premier. By Soviet bloc standards he is young to reach this height, but Mr Zhivkov, who is now 72, has regularly tended to infuse fresh blood into his ruling apparatus.

The other man to become a full Poliburo member is Mr Yordan Yotov, editor of the party newspaper Rabotnichesko

Delo. Of probably more consequence is the inclusion of Mr Stanish Bonev, a Deputy Premier responsible for economic affairs, and Mr Dimitri Stoyanov, the Minister of Interior, in the quartet who have been made leading candidates for the next election. Mr Bonev is in the ruling body but without voting rights.

Nonetheless, Bulgaria, very close politically and culturally to Moscow, has always faithfully tracked developments in the Soviet Union. The elevation of Mr Stoyanov, rumoured

to have attracted the eye of Mr Yuri Andropov during a spell at the KGB academy in Moscow, follows the trend of the recent changes in the Soviet leadership.

The dismissal of Mr Vesselin Mikiforov as national bank chairman, without a replacement so far being named, would appear to be connected more with the progress of economic reform than financial problems

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agreeing only to a rescheduling of Poland's 1981 official debt and to reopening in principle, U.S. waters to Polish trawlers. The Administration still remains firm against accepting Poland's two-year-old application for International Monetary Fund membership. Poland's desire to enter the IMF remains "the one piece of real leverage we have over Warsaw," one U.S. official said recently.

Issues in church-state relations which may be raised in today's meeting range from the freeing of political prisoners and the recognition of the church's legal status by the state, to the liberalisation of forthcoming elections to local government councils and the Western church aid scheme for private farmers.

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Bulgarian reshuffle aims to keep economy on course

BY DAVID BUCHAN, EAST EUROPE CORRESPONDENT

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Papandreou starts talks with Cypriot opposition leaders

BY ANDRIANA IERODIACONOU IN ATHENS

DR ANDREAS Papandreou, the Greek Prime Minister, began a series of meetings in Athens yesterday with the leaders of the three major Cypriot opposition parties to discuss future policy for Cyprus.

The first Cypriot politician to see Dr Papandreou, was Mr Ezekias Papaioannu, general secretary of the pro-Moscow Communist Party, AKEL, which represents about one third of Cypriot voters.

The Prime Minister was also scheduled to meet Mr Glafkos Clerides, leader of the right-wing National Rally Party, which roughly matches AKEL in electoral strength, and Dr Vassos Lyssarides, head of the small socialist party, EDEK.

The idea of talks between the Greek Government and Cypriot political leaders to co-ordinate the policy first arose last November, when the political affairs of Cyprus were thrown into a fresh crisis by the declaration of an independent Turkish Cypriot state in the occupied north of the island.

This week's meetings come on the eve of a critical visit to the U.S. by Cypriot President Mervyn Kyriakou, for talks with the U.S. Secretary of State, Mr George Shultz, and Mr Javier Perez de Cuellar, the United Nations Secretary-General.

Western diplomats in Nicosia said the visit is part of a U.S.-backed effort for a UN peace settlement for Cyprus, following the Turkish Cypriot independence move.

Yesterday, Athens announced its support for the Cypriot Government in rejecting Turkish Cypriot proposals for the return of the occupied town of Famagusta, the reopening of the international airport in Nicosia, and a small parallel reduction in the number of Turkish occupation troops in the north of the island.

UK asks Commission to rethink rebate cut

BY JOHN WYLES IN BRUSSELS

THE BRITISH Government yesterday formally requested the European Commission to try to undo what Mr Nicholas Ridley called when he was Financial Secretary to the Treasury "the shabbiest trick I have ever experienced". His unusually splendid outburst was delivered in July when he found himself on the losing end of an EEC Council of Ministers decision to cut £42m (\$61m) from the rebate to which the UK insists it is entitled on its 1982 payments to the European Community budget.

Since then Sir Geoffrey Howe, the British Foreign Secretary, has repeatedly told his Community colleagues with rather more tact that the Community was reneging on an obligation to the UK and that the money must be restored by the end of 1983.

The new year has arrived, however, and the petty cash in the British Treasury is still £42m short. Sir Geoffrey's problem is that his Prime Minister and most of his Conservative Party want him to make a fuss, but if he raises too much dust now the UK's campaign for a long-term solution to its budget problem might be undermined.

On the other hand, many members of the British Cabinet fear that if the UK does nothing, then the continental European may be even



Dr Andreas Papandreou

more cavalier in honouring his commitments to Britain.

He may even allow the European Parliament to sit indefinitely on the £42m rebate on Britain's 1983 payments which must be in London by the end of March.

So Sir Geoffrey has decided to "play it long" over the £42m while Downing Street focuses press reports that if the much bigger rebate is delayed beyond the end of the current financial year, Britain could well withhold some or all of its monthly payments to the EEC budget.

The Commission has, therefore, been asked to present the Council with a proposal for paying the missing £42m which was meant to compensate Britain for the fact that its payments in 1982 were larger than envisaged when a £274m rebate was fixed.

In July, the extra compensation was fixed by majority vote and very arbitrarily at £135.6m instead of the £177.2m registered by British calculations.

Privately, diplomats from other member-states concede that their ministers behaved somewhat vaguely in July. They plead that memories were then fresh of the pasting Mrs Margaret Thatcher, the UK Premier, had handed out at the Stuttgart summit

Germany awards nuclear design contract

BY JOHN DAVIES IN FRANKFURT

WEST GERMANY has taken a further step in controversial plans for setting up a nuclear fuel reprocessing plant.

If the plans survive the obstacles and scepticism in their path, West Germany will build a plant at a cost estimated at well over DM 4bn (£1,450m) to handle up to 350 tonnes of spent nuclear fuel a year. At present, spent fuel from West German nuclear power stations is banded by France and Britain.

In the latest step, a contract worth nearly DM 100m has been awarded to Uhde and Lurgi to plan the main processing works and to prepare a firm offer to design and build the entire complex.

The site is a subsidiary of the Hoechst chemical concern, and Lurgi, owned by the Metallgesellschaft metals

Poll predicts strong gains for Schlüter

By Hilary Barnes in Copenhagen

PRIME MINISTER Poul Schlüter's Conservative Party stands to increase the number of seats it holds in the Folketing (parliament) from 26 to 31 in next Tuesday's general election, according to an opinion poll published in the Jyllands Posten newspaper yesterday. This confirms the trend predicted by other polls.

But such Conservative gains would cannibalise the party's partners in the four party non-socialist coalition. The Liberals would lose two of their 20 seats and the Centre Democrats would be cut from 15 to seven seats, according to the poll.

The main opposition party, the Social Democratic Party, would lose three of its 59 seats

Some of the heat has gone out of the nuclear debate in West Germany because expectations of future electricity needs have been scaled down. State governments in Hessen and Baden-Württemberg have put off plans for new nuclear power projects, avoiding conflict with anti-nuclear protesters.

mer at the earliest, the company said yesterday.

The project has come under fire from West Germany's strong and vocal anti-nuclear lobby. Other critics have queried whether it would be more economical to continue sending spent nuclear fuel abroad or to store it without reprocessing.

However, Herr Heinz Riesenhuber, the Research Minister in Bonn, recently said that West Germany needed its own reprocessing plant to ensure it kept pace with technology in this field.

Meanwhile, DWK has completed work on a temporary storage site for nuclear waste in the underground salt layers at Gorleben in Lower Saxony - the site of nuclear clean-up clashes between police and anti-nuclear demonstrators.

The first consignment of nuclear waste is expected to be stored there in spring or early summer, the company said.

Costly investigations are continuing at Gorleben to try to establish if the site is suitable for permanent storage of nuclear waste.

West Germany's 15 nuclear plants account for about 21 per cent of electricity in the country's public grid.

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UK NEWS

British Shipbuilders calls on workers not to strike

BY DAVID GOODHART, LABOUR STAFF

STATE-OWNED British Shipbuilders (BS) will today make a final appeal to its workers against supporting a national strike due to begin tomorrow.

Mr Maurice Phelps, board member for industrial relations, said after a day of talks at Acas, the conciliation service, that the UK shipbuilding industry "would go down the drain" unless new working practices were agreed.

"We do not have very much time left. If we get these changes we will get new orders. If we don't it will be a slow and painful death."

The strike was called at the beginning of last month when union leaders rejected the offer of a £7 a week rise in return for the sweeping changes in working practices contained in a survival plan

Last night the prospect of unions calling off the strike still looked doubtful.

After the Acas talks, BS tabled a slightly modified programme for acceptance of the survival plan.

Mr Phelps said that in return for a slightly longer phasing period for the changes in working practices the unions would have to lift the strike threat.

Union officials have said they are not opposed to improving productivity by breaking down entrenched demarcations, but they must not be introduced too fast or without negotiation.

Mr Phelps said: "In order to survive we must improve our productivity to northern European standards which in many cases means 50 per cent better productivity. We are not talking about introducing Korean practices."

He added that the threat of strike action had already had a damaging effect on potential customers.

Although Mr Jim Murray, the union chief negotiator and other senior officials would probably be prepared to accept the latest package, as the best on offer, there is still deep resentment among many workers about the proposed changes.

"There is equal hostility to low pay in the industry and continuing redundancies."

Whatever the negotiators decide there will be a full meeting of the Confederation of Shipbuilding and Engineering Unions executives today.

London Brick seeks test of Hanson bid

BY RAY MAUGHAN

LONDON BRICK, the sole supplier of flatton (common purpose) bricks in the UK wants to undergo its third examination before the Monopolies and Mergers Commission in the last eight years and the second such investigation over the last 12 months.

It is now this time to suspend the £170m cash bid from Hanson Trust, the industrial holding company which controls an important stake in the market for non-flatton, or specialist, facing bricks.

His submission, completed last Friday, is now before the Office of Fair Trading (OFT), which will advise Mr Norman Tebbit, the Minister for Trade and Industry, whether or not Hanson's offer should be examined by the commission. The OFT usually announces its findings before a takeover bid reaches its first closing.

Mr Jeremy Rowe, London Brick chairman, said: "This bid raises fundamental questions, both of competition and the continued independence of the flatton brick monopoly. We believe that we can demonstrate to the commission that the Hanson Trust offer would not be in the public interest."

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BP completes Forties sales

BY MAURICE SAMUELSON

BRITISH PETROLEUM yesterday announced completion of sales of 8.75 per cent of its North Sea Forties field to 19 new participants.

With two other recent sales of Forties interests to Trafalgar House and OK Exploration, they realised a total of £388m for BP, worth almost £210m in profit after tax.

Provisional results produced by

Hungary restores minority's rights

BY LESLIE COLTITT IN BERLIN

HUNGARY has become the first East European country to restore fully the rights of its ethnic German minority in a move hailed by the West German Government.

A report by the 210,000-member German minority in Hungary noted that in nearly 100 communities signs in German had been placed in the streets and on public buildings.

Hungarians of German descent have now been permitted to give their children German names and may marry in a German language civil ceremony.

Herr Hans Dietrich Genseher, West Germany's Foreign Minister, recently praised Hungary for granting its German rights guaranteed by the Hungarian Government, including the right to use their own language which he called "vital" for their identity.

The situation of the ethnic Germans in Hungary contrasts

vividly with that in other East European countries and the Soviet Union.

In 1945, those Germans remaining in the region were either uprooted—like the Volga Germans in Soviet Union—or were largely expelled such as Czechoslovakia in Poland and Czechoslovakia, who have lived there for centuries.

Dr Alois Mertes, Minister of State in the West German Foreign Ministry caused an outcry in Poland last month when he said there were at least 120,000 ethnic Germans known to want to leave Poland, out of a remaining 1.2m German minority.

The remark was attacked as "revisionism" by the Polish Government spokesman who noted that many of those born called German nationals were actually "100 per cent Poles."

Last year, 18,200 ethnic Germans, were allowed to leave Poland for West Germany

Ten try to choose their candidate for IEA post

BY OUR BRUSSELS CORRESPONDENT

THE TEN GOVERNMENTS of the EEC are trying to choose between a Dane, a Dutchman and a West German as their joint candidate for the key post of executive director of the International Energy Agency

Government, including the right to use their own language which he called "vital" for their identity.

The situation of the ethnic Germans in Hungary contrasts

separately will try to adopt a number of nominees at their first meeting of the New Year next week. Competition between governments, for such international jobs is often fierce and it is by no means certain that the three governments holding a candidate will give way so as to allow the Community to rally around a single nominee.

Mr Maurits De Brauw, a former Dutch Social Democratic Minister who has been heading a commission of inquiry into the future of nuclear energy in the Netherlands and Mr Walter Kitz, who is West Germany's deputy permanent representative to the EEC.

The Reagan Administration is said to have been hinting that the name of Mr Stephen Easton may be put forward if European members of the IEA cannot find someone suitable.

Mr Bosworth is a U.S. official who played an important role in setting up the IEA in 1974. The candidates under discussion within the EEC are Mr Jeos Christensen, a senior Danish foreign service official;

Tele-Jector project to wind down

BY CHARLES BATCHELOR

TELEJECTOR, the company which set out to put big-screen television sets showing sport and entertainment programmes into pubs and clubs throughout the country is to be put into mothballs.

London & Liverpool Trust, which owns Tele-Jector, announced yesterday that it will close down its sales and development operations with the loss of 140 jobs. In future it will only maintain and supply new video cassettes for TV screens and video juke boxes which have already been installed.

Tele-Jector, which earlier this year made an unsuccessful £2m bid for exclusive screening rights for Football League matches, has 2,000 machines installed, well short of the 5,000 it had hoped for.

The company leased or rented the screens and juke boxes for between £20 and £30 a week and regularly supplied new video tapes which included advertising slots. Advertising income was passed on to the lessor depending on the size of the audience and was meant to more than cover the cost of the rental. The video was also intended to attract more people into public places to watch big sporting events.

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Currency fluctuations disrupt tourism traffic

BY ARTHUR SANDLES

THE INCREASE in North American traffic to the UK has been the most impressive. In October the latest month for which the Department of Trade and Industry has figures, the rise was 50 per cent over 1982.

While figures for visits abroad by the British have remained fairly static, the general trends disguise a sharp rise in package tours, notably to Spain.



OVERSEAS NEWS

Tunisia is calm under state of emergency

TUNIS—Soldiers and security police carrying machine guns and grenade launchers patrolled the streets of Tunis yesterday after the Government declared a state of emergency following a week of widespread violence. Tanks and armoured cars were stationed at key crossroads and along the Avenue Habib Bourguiba in the capital's town...

Australia set for best year 'since early '70s'

THE AUSTRALIAN economy is heading for its best year since the early 1970s, according to an annual survey of the country's top forecasters published by The Age newspaper. In part, the survey's optimism reflects the depths to which the Australian economy sank in the past two years. Nevertheless, it signals further good tidings for the Labor Government of Mr Robert Hawke, the Prime Minister, even though many economists believe wage demands will pick up strongly in response to greatly improved profits.

Kieran Cooke in Jakarta sees an economic turnaround in advance of next week's budget Indonesian austerity moves produce results

A SLIGHT note of optimism has crept in to Indonesia's economic forecasts as the country readies itself for the 1984-85 budget to be introduced to Parliament by President Suharto next week. Earlier this year, the economic future looked bleak. Indonesia, a member of the Organisation of Petroleum Exporting Countries, was forced in March to cut the price of its oil by \$5 a barrel. Combined with the oil glut caused by the world recession which has meant lower production, the price cut was a major blow to a country which has depended on oil for well over 60 per cent of its foreign exchange earnings.



Though many of the cuts were politically unpopular for a Government with a long-term development commitment, the moves have on the whole won approval both within and outside Indonesia. The latest economic forecasts suggest that they have worked and that earlier projections were too pessimistic. The deficit on the current account is now expected to be

closer to \$4bn, and latest figures from the Bank of Indonesia say that in the last few months the country's foreign exchange reserves have almost doubled and now stand at \$4.7bn. Foreign exchange has also returned to the country. The World Bank, from which Indonesia is the third largest borrower after India and Brazil, says the country's austerity moves have shown its concern not to become trapped in the borrowing spiral of other countries, and the U.S. embassy in Jakarta reports in its yearly economic judgment that overall the measures have shown concrete results. While growth is unlikely to be above 5 per cent in 1983, the U.S. report says, there are signs for more sustained growth this year. The coming budget, the first of the new five year plan is unlikely, however, to reflect these improved circumstances. In recent weeks, President Suharto and his Ministers have been emphasising that continuing austerity is the only prescription for the next year. On January 1 a new set of tax laws came into force, widening the tax net and introducing

Brunei ruler's family takes main portfolios

BRUNET'S hereditary ruler, Sultan Sir Muda Hassanal Bolkiah, together with his father and two of his younger brothers, have taken all the main Cabinet portfolios in the new Government which has been established following the assumption of full independence from Britain over the weekend. Apart from becoming Prime Minister, the 37-year-old Sandhurst-educated ruler will be Minister of internal affairs and finance. His 70-year-old father, who abdicated in 1967, will hold the defence portfolio.

Guerrilla attack leaves 31 dead in Afghan city

ISLAMABAD — Thirty-one soldiers, including some Soviet troops, were killed when Moslem guerrillas attacked the army garrison in Kandahar, Afghanistan's second largest city, last month, Western diplomats said yesterday. The diplomats, citing reports from the embassies in Kabul, said Soviet troops suspected Afghan army officers of aiding the attack on December 22. They said Kandahar was the only major Afghan city with daily fighting between guerrillas and Afghan forces. Tight security, including night helicopter patrols and extra Soviet guards at Government buildings, thwarted any guerrilla attack in Kabul to mark last Tuesday's fourth anniversary of the Soviet intervention in Afghanistan.

Pretoria studies terms of Angola truce plan

ANGOLA'S conditions for acceptance of the South African offer to pull its forces back into Northern Namibia next month are unlikely to be rejected outright by the Pretoria Government, observers believe. The South African response to Angola's qualified acceptance of the offer is likely to be given during the present United Nations Security Council debate on the situation in Southern Angola. South African troops have been carrying out extensive operations in Southern Angola for the past month to forestall an infiltration into Namibia by guerrillas of the South West African People's Organisation (Swapo). Angola's President Jose Dos Santos said in a letter to Sr Perez de Cuellar, UN Secretary-General, earlier this week that his Government will agree to a "truce" in Southern Angola, provided South Africa sets in motion the seven-month process leading to UN-supervised elections in Namibia and

Rand slips to all-time low against dollar

THE SOUTH AFRICAN rand slipped to an all-time low against the U.S. dollar yesterday, in the wake of the lower gold price and stronger dollar. The rand closed at a mid-rate of around 80.65 U.S. cents, a full cent below its previous record low, reached on November 1 last year. The Reserve Bank intervened in the morning to hold the rand above 81 cents, but appeared to abandon its efforts later, as the gold price slipped towards \$370 an ounce. Gold accounts for about half of South Africa's export earnings, and the bullion price is a key determinant of the value of the rand. Despite the Reserve Bank's access to substantial short-term credits, the level of South Africa's foreign currency reserves—equal to less than a fortnight's imports at the end of November—is insufficient for the bank to sustain a prolonged intervention.

Bangladesh opposition call for strike goes unheeded

THE MAINSTREAM political opposition in Bangladesh, comprising the 15-party Alliance and a seven-party Combine, received a jolt yesterday when its call for a general strike went largely unheeded. The strike call was a part of its efforts to force the military regime of President Hussain Ershad to hold early parliamentary elections. The failure of yesterday's strike has demonstrated that the leaders of the major parties are against any head-on confrontation with the regime. It has also revealed the opposition's basic weaknesses and observers believe, should provide them with an opportunity to argue against headline adventurists within their ranks. Gen Ershad had earlier announced that Presidential and Parliamentary elections would be held on May 24, and November 25 this year respectively. Prior to these elections, Gen Ershad also declared that a series of local elections would be held between the end of December 1983 and March 24

Reed & Smith, now renamed St. Regis Paper Company (UK) Ltd., becomes one of the largest mill groups in Britain.

The Ashton Paper Mill at Sudbrook has now joined the existing companies within Reed & Smith Holdings.

At the same time, the group as a whole has acquired a new name, and will be known as St Regis Paper Company (UK) Ltd.

Ashton joins the group with a reputation built up over many years for superb service and quality which, under the new group, will be maintained improved. The extra facilities of technical equipment, geographic spread, and technological expertise, are seen as a significant strengthening of the already powerful resources offered by the group. Locations and product ranges are complementary rather than competitive, and form the basis of a necessary rationalisation within the industry.

With this new strengthening of facilities, the St Regis Paper Company (UK) Ltd becomes one of the largest mill groups within Britain.

ST REGIS Paper Company (UK) Ltd

Divisional Headquarters, New Taplow Paper Mill, Mill Lane, Taplow, Maidenhead, Berks SL6 0AS. Tel: (0628) 39741.

Advertisement for Reed & Smith Holdings, listing companies like New Taplow Paper Mills Ltd, Wansbrough Paper Co. Ltd, Higher Kings Mill Ltd, R & S Silvertown Mill Ltd, R & S Waste Ltd, and Ashton Paper Mill Ltd. Includes an image of a pen and paper.



AMERICAN NEWS

Reagan may propose tax increases to combat budget deficit

By Stewart Fleming in Washington

PRESIDENT Ronald Reagan would have to propose substantial tax increases in the years 1985 to 1989 to produce a decline in the U.S. federal budget deficit, according to preliminary figures Republican senators have received from the Administration.

According to outline spending proposals released before final decisions on tax, the administration's fiscal 1985 budget will call for spending cuts of some \$8.5bn, significantly less than the \$21bn called for in the administration's fiscal 1984 budget plan.

Based on the administration's economic forecast of real growth at about the 4 to 4½ per cent mark this year and next, the federal budget deficit remains in about the \$190bn to

UK reacts coolly to Argentine call for talks

By Anthony Robinson

THE BRITISH Foreign Office yesterday reacted coolly to the new Argentine call for peace talks on the Falklands question. Senior officials promised to study it carefully, although first impressions were that the Argentine position concentrated too heavily on the question of sovereignty and too little on the wishes of the islanders.

"It appears that the statement is based on the premise that the outcome of any negotiations on the Falklands Islands must be the transfer of sovereignty to Argentina, regardless of the wishes of the islanders, British ministers have made clear that they stand by their commitment to the islanders and are not entering into negotiations about sovereignty," a Foreign Office spokesman said.

The latest Argentine initiative does not appear to have altered the British view that at this stage the best way of improving relations between the two countries lies in limited practical steps such as normalisation of trade, economic and financial relations, allowing Argentine families to visit Falkland war graves under Red Cross auspices and repatriation of Argentine war dead.

Debt turns Peru recovery into game of chance

By William Chislett in Lima

IT MAY NOT be quite so necessary in 1984 for Peruvians to take a suitcase to the bank. The Government has issued a new banknote worth 50,000 soles, five times higher than the previous highest banknote of 10,000 soles. But even the new note is worth only \$22.

The sole dropped 130 per cent against the dollar last year, in line with Peru's rate of inflation. Peruvians emerged from banks after cashing their pay cheques laden with notes and complaining of their bulkiness and worthlessness.

Peru is facing a dire economic crisis caused by high international interest rates on its \$12.8bn external debt, low world prices for its oil, copper and silver exports and natural disasters which have caused damage costing \$1bn. Agriculture was devastated last year by floods and drought and a sudden change in the temperature of its Pacific waters wrought havoc on Peru's anchovy fisheries.

The country's \$15bn gross domestic product in 1982 prices declined by 11 per cent in real terms last year, the sharpest drop in Latin America, and the Government's failure to meet the targets of its \$700m extended fund facility programme with the International Monetary Fund (IMF) has led to a delay in \$460m of credits.

Peru and the IMF now appear to be back on course after tense discussions which ended shortly before Christmas. The programme involves working out a new revised agreement which could unlock \$100m of an outstanding \$200m commercial bank loan later this month.

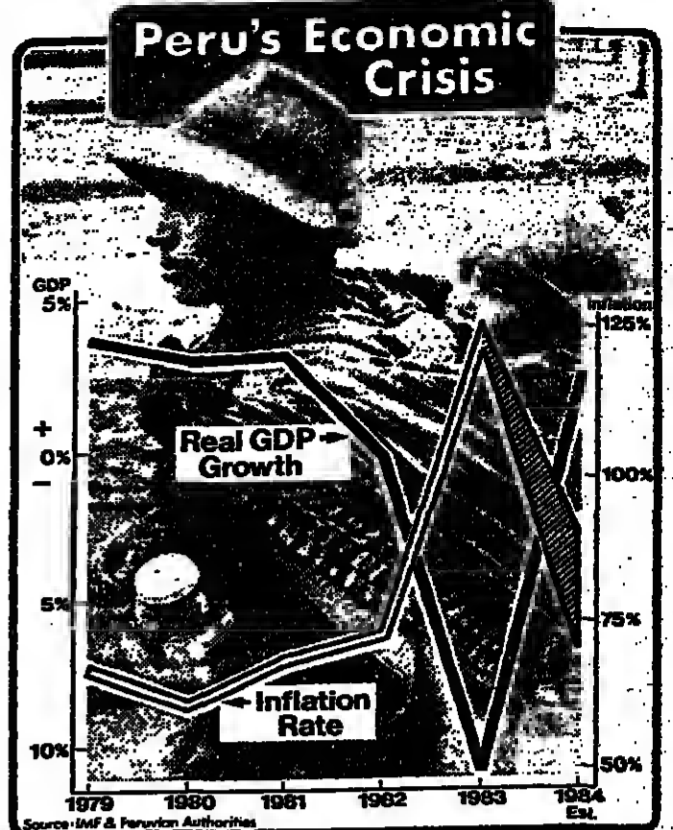
Sr Carlos Rodriguez Pastor, the Finance Minister, will visit Washington this month with a draft letter of intent and if all goes well, the new agreement will be in place by March. This will pave the way for the re-financing and rolling over of about \$3bn of short and long term debt, and for the disbursement of \$250m in new money from commercial banks.

Peru's net international reserves dropped to below \$600m at the end of 1983 from \$904m at the end of 1982, sufficient for only two-and-a-half months' imports. It has agreed in principle to reduce its public sector deficit, the key problem, from a record 10.3 per cent of GDP in 1983 to 4 per cent this year to try to reduce the inflation rate to 70 per cent, considered an optimistic target.

Peru wildly overshot its 4 per cent target set for 1982 and 1983 because of excessive spending by the country's profligate and influential military, which ruled the country for 13 years until 1980.

The Government is confident that this time it can meet the deficit target, although it is very worried about the impact of the austerity programme on the country's nascent democracy. Real wages—the legal minimum salary for those lucky enough to be fully employed is 72,000 soles (falling from 80,000 in another sharp decline after falling 25 per cent last year).

About 900,000 jobs have been lost since 1980, pushing the



level of those without a fulltime job to an estimated 60 per cent of the 6m workforce. About 150,000 new jobs are needed every year to keep pace with fast growing population of 19m.

Sr Luis Montero, deputy minister in charge of foreign debt, thinks that the simplest way to get the deficit down to 4 per cent of GDP would be not to sign an agreement with the IMF. Peru would then suffer a credit boycott and would have no option but to reduce expenditure, he thinks.

But such a drastic course would only be likely to provoke social turmoil more quickly than sticking to an IMF programme.

The government hopes to achieve a 3.4 per cent rate of economic growth this year which should be feasible since the base for expansion is very low. The aim is to double the trade surplus to \$318m and to hold the deficit on the current account of the balance of payments to \$1.2bn for the second year running.

But the Government's room for manoeuvre is severely limited by the burden of servicing its external debt and military expenditure. These items will consume 63 per cent of this year's 10,720bn soles budget, leaving a paltry amount for basic development needs. Spending on health takes up only 4 per cent of the budget.

Even if Peru succeeds in refinancing a portion of its debt, it will still have to pay \$955m to carry electricity via Solkhalia Island, the southern end of which is very close to northern Hokkaido in Japan.

The IMF and the World Bank have both tackled the Government over the military expenditure and the IMF has recommended that Peru cut it to about 4 per cent of GDP.

A modest recovery in the world economy would have a significant impact on the country, pushing up the price of its exports, but its oil reserves are gradually being depleted. Proven reserves dropped 83m barrels last year to 707m barrels.

By 1988 the country could be a net importer of oil, again unless new reserves are developed, which given Peru's economic straightjacket, looks unlikely.

Boost to Mexico reserves exceeds IMF target

By William Chislett in Mexico City

MEXICO has greatly exceeded the International Monetary Fund's requirements in increasing its net international reserve by \$2bn. Net reserves rose by about \$5bn in the first 10 months of 1983, largely due to a current account surplus in the same period of over \$3bn.

Total gross reserves rose from \$1.8bn at the end of 1982 to about \$4.3bn at the end of October 1983. The Bank of Mexico does not disclose total net reserve figures.

The figures were released yesterday by the Finance Ministry when it divulged contents of its Letter of Intent to the IMF, setting out the broad terms of the Government's economic strategy for 1984, the second year of its three-year IMF programme.

The reserves figure takes into account the repayments of a \$1.5bn loan from Western Central banks, arranged through the Bank for International Settlements and arrears on private sector interest payments of about \$360m.

Mexico also registered a

U.S. car total up

By William Chislett in Mexico City

U.S. car production reached its highest level for four years in 1983, rising more than 33 per cent to 6,780,912, Reuter reports from Detroit.

Argentina is asking for a stop to construction of a military capable airport on the islands and the removal of the so-called exclusion zone around the islands, while offering guarantees that the interests of Falkland islanders would be guaranteed.

Hugh O'Shaughnessy adds: The cool British response is likely to be unpopular in Washington, where the Reagan Administration has been making efforts to repair the Anglo-Argentine relations. Officials are working out a new revised agreement which could unlock \$100m of an outstanding \$200m commercial bank loan later this month.

'Yanqui imperialist' shadow over Cuban anniversary

By Reginald Dale in Havana

CUBA HAS this week been celebrating the 25th anniversary of Sr Fidel Castro's revolution in a manner so subdued as to have surprised many long-term observers of the local scene.

In Havana some main streets are hung with flags and rather peremptorily adorned with other commemorative symbols—the anniversary's slogan is "Let us dedicate ourselves as never before to production and defence." There have been no parades or any of the other major manifestations usually associated with important Communist anniversaries.

The main event has been easternmost end of the island, Santiago de Cuba, the "cradle of the revolution" at the eastern-most end of the island, where he addressed a rain-drenched local audience from the balcony of the old colonial town hall—the very balcony from which he spoke on the night of January 1 1959 the day the defeated and demoralised dictator Fulencio Batista gave up the struggle and fled the country.

Sr Castro recalled the glorious moments of 25 years ago, recounted the many economic and social benefits the revolution has brought to the country and launched into a savage attack on the "nazi-fascist" and "Hitlerian" Reagan administration in Washington.

For all its warning of "total" world nuclear war and the dangers of cruise missiles and Pershing 2s in Europe, the speech was essentially directed at the domestic audience. Cubans were stunned by the

October U.S. invasion of Grenada and the humiliating ejection of the Cuban presence from the island, and need reassurance.

Rightly or wrongly, there are widespread fears that a U.S. invasion of Cuba itself could be imminent, fears that the Castro government is doing little to dispel. Sr Castro provoked one of the longest hursts of applause with a firm commitment to defend the homeland if it, too, should come under attack.

In an essentially defensive speech, there was no mistaking the intensity of attack on the barbarous "Sr Reagan". Castro struck in a mood to offer concessions to Washington—indeed would they probably be welcomed—at one of the lowest ever points in relations between the two old enemies. The Grenada invasion—in which 24 Cubans died—may have stiffened Cuban determination to resist "Yanqui imperialism" but it has certainly cast a pall over what might otherwise have been a more joyful week in Havana.

WORLD TRADE NEWS

Credits finalised for Bahrain refinery

By Mary Frings in Bahrain

A \$300m credit package for Gulf Petrochemical Industries Corporation (GPIC), put together in Bahrain by an international syndicate of 23 banks over 12 months ago, has finally been completed with the confirmation of British Export Credit Guarantee Department (ECGD) support for a \$20m project line of credit from Barclays Bank International.

The main contractor for construction of GPIC's ammonia and methane complex on Bahrain's Sitra Island is Italcant Snamprogetti, but eight equipment orders have been placed with British companies. The largest single order, worth \$10.5m, is for the supply of four storage tanks by Metherwell Bridge.

For Class 1 contracts (where there is Italian competition) the ECGD deal provides for 83 per cent financing over eight years at an interest rate of 8½ per cent. Credit on less favourable terms will be available for other contracts, but will probably not be taken up.

Barclays Bank International also acted as export credit adviser to GPIC in arranging a \$160m Italian financing facility, backed by the state export credit insurance agency SACE and another \$13m from Japan.

Bills issued by GPIC under the export credit arrangements are guaranteed by a group of five banks which co-ordinated the \$300m package: Arab Banking Corporation, Arab Petroleum Investments Corporation, Culf International Bank, Kuwait Foreign Trading, Contracting and Investment Company and the National Bank of Bahrain.

GPIC is jointly owned by the governments of Bahrain, Kuwait and Saudi Arabia, and the plant is expected to go into commercial production by October 1985.

The ECGD has guaranteed a \$7.1m loan which Lloyds Bank has made available to the Bahrain Foreign Trade Bank on behalf of Matherwell.

The loan will help to finance the supply, supervision of installation and commissioning of car-battery-making machinery at three factories in Bulgaria.

The loan covers three contracts, one for each factory, which have been awarded to Chloride Technical of Manchester.

EEC interim quotas set on Chinese textiles

THE EUROPEAN Community, at loggerheads with China over bilateral trade in clothing and textiles, has set interim quotas for 1984 while talks on a long-term pact continue, officials said in Brussels yesterday.

The two sides had agreed to roll over a five-year accord limiting Community imports ranging from carlinas to socks which expired on December 31. Under this pact China will get rises varying from about 6.2 per cent to 7 per cent in 1984.

The Community has just issued regulations on textile quotas, which will apply until new limits are agreed. Intensive talks have been lasting almost four weeks broke off in mid-December after little progress, with China siding in demands for much bigger rises than the Ten were willing to grant.

The two sides will meet again in Peking, probably in late February or early March, the officials said.

China's total in 1983 rose 3.1 per cent, with exports up 0.4 per cent and imports 6 per cent higher. Mrs Chen Muhua, Minister of Foreign Economic Relations and Trade, said in Peking.

She gave no other figures. The ministry has said that in 1983, exports were \$21.5bn and imports \$17bn. According to a Reuter calculation on the figures given by Mrs Chen, the 1983 trade surplus was a rounded \$3.6bn compared with \$4.6bn in 1982.

The Ministry declines to detail how it calculates its figures.

Maurice Samuelson reports on investment in port and handling facilities

Japan prepares for greater coal imports

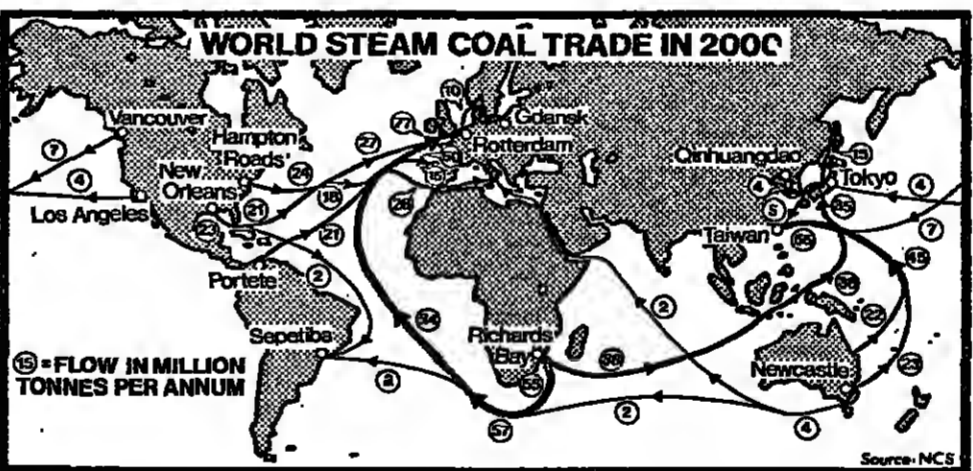
JAPAN, the world's leading coal importing nation, has chosen 20 coastal sites to be developed as coal handling ports over the next seven years.

The ports, some on green-field sites, will enable Japan to increase the amount of foreign coal it is using for generating electricity. Many will be adjacent to new coal-burning power stations.

They are listed by Mr Ray Long, of the International Energy Agency's London-based coal research service, in a study of Japan's investment in coal production and handling facilities.

Mr Long, writing in Britain's National Coal Board Coal and Energy Quarterly, says that the 20 ports have been designated to handle 22m tonnes of imported steam coal by 1985 and 53.5m tonnes by 1990.

By then, Japan is expected to be importing 110m tonnes out of its total annual consumption of 130m tonnes of coal. Coking coal, mainly for steelworks, will account for 76m tonnes (compared with 64m tonnes in 1981) and most of the rest will be steam coal for power stations and factories.



The port expansion programme is being undertaken despite uncertainties about Japan's economic growth over the next 20 years and recent reductions in energy consumption forecasts.

Despite falling oil prices, Mr Long quotes the Japanese power utilities as saying that there will be a continued bias towards greater coal burning. "Even at today's differences between oil and coal prices it pays to build new coal-fired stations or to convert existing oil-fired stations."

At the end of 1981, Japan's coal-fired generating capacity was 5,760 megawatts, requiring 1.5m tonnes of coal. By 1985, it is expected to be 12,306 Mw, including 2,843 Mw of oil-to-coal conversion, and by 1990 seventy-five coal-fired units will have a capacity of 26,212 Mw.

This growth is paralleled by Japan's investment in overseas capacity for coal production and handling in addition to western Canada and Australia. Japan is keen to tap resources in China and the Soviet Union.

In China it is investing \$1.6bn in mines producing 21m tonnes a year between 1984 and a

Swedish group wins Kenya power contract

By David Brown in Stockholm

SKANSKA CEMENT, the Nordic region's largest construction company, announced yesterday that it has been awarded a contract, worth SKr 450m (€39m), to build three units of a five-unit hydro-power project planned by the Kenyan Energy Ministry.

The contract is shared with the Canadian telephone foundation, and Skanska's portion of the contract is SKr 300m.

The project, 160 kilometres north east of Nairobi, is being financed with United Nations aid, and is to be completed within three years.

RCA joins Siemens in PABX link

RCA SERVICE Company, a division of the RCA Corporation, has signed a telephone equipment agreement with Siemens Communications Systems of the U.S., a subsidiary of the German electrical company. The deal is understood to be worth several million dollars. Our World Trade Staff reports.

The agreement calls for the manufacture and delivery by Siemens of SD-series private automatic branch exchanges (PABXs) to RCA. The link could give Siemens a wedge into the U.S. PABX market. RCA will market the PABXs for small to medium-sized businesses, hotels and motels. RCA's marketing will be made from 11 U.S. cities.

Sweetener venture

Ajinomoto, a Japanese food and chemical manufacturer, said it has set up a joint venture in Switzerland with G. D. Searle and Co to supply Aspartame, an artificial sweetener, to Europe. Reuter reports from Tokyo.

Nutrisweet, equally owned by the two companies, has a capital of SwFr 1m (€16,000), and will start business early this year, it said.

S. Korea to boost electronics exports

SEOUL—South Korea has set its 1984 export target for electronic goods at \$4.5bn up 22.4 per cent from 1983, the Commerce Ministry said.

It said exports of electronic parts are expected to rise to some \$3bn by 1986, up from 1983's \$1.4bn.

South Korea plans to double the number of companies making electronic parts to over 1,000 by 1986 from the current 525 and give high priority to boosting electronic technology. It said without giving further details.

British TV programmes find a ready overseas market

By Frank Gray



Mr Phillips spearheading Thames' sales effort.

BRITISH television producers expect to earn more than £60m through the sale of programmes to overseas markets in 1983.

Members companies of the Independent Broadcasting Authority estimate that about two thirds of this will be accounted for by private-sector companies, compared with some £20m by the state-owned British Broadcasting Corporation.

Sales and marketing officials in London say that the sales performance represents a continuing increase in the salesability of British programmes abroad, especially in the key U.S. market. Despite the collapse of several cable TV companies in the U.S. last year, demand for British-produced programmes remained high, with all the major independents reporting improved sales over 1982.

Some officials estimate the U.S. market accounts for half the overseas turnover of British companies.

In some individual cases, last year's returns will show a 50

per cent increase on 1982, and recent virtually relentless earnings growth since the early 1970s, when British programmes such as *Upstairs, Downstairs*, and *The Forsyte Saga* began to make a big impact on the world market.

Thames Television, the leading IBA company, estimates its foreign sales contributed £18m to the company's revenues last year, compared with £12m the year before.

As one of the most successful of the IBA companies, it has built up a huge catalogue of programmes, some of which continue to earn revenue years after their initial launch, such as the long-running *World at War* documentary series.

The Thames sales effort is spearheaded by Mr Mike Phillips, managing director of the company's international division and, from this week, an executive director of the parent corporation, Thames Television Limited.

Indicative of the importance of exports is the fact that overseas sales will account for nearly all the profits of the company during the current fiscal year ending March 31.

Old Benny Hill comedy programmes, some dating from 1968, have been re-run from their original one-hour segments into 20-minute-long programmes.

As a result, Thames now has a series of 65 chapters going to cable TV audiences in big U.S. population centres. Earnings so far are put at £8m from the series.

Two situation comedies, *Robin's Nest* and *Man About the House*, which totalled 39 chapters in all, continue to sell directly to the U.S. but the programme concept in recent years has led the ABC network to spin off its own derived series, called *Three's Company* now running in a series of 150 chapters, with royalties accruing to Thames.

While there are numerous examples of U.S. spin-offs, which are usually taken by the major networks, some of the quality programming also enjoying success in the U.S. are *Voyage Round My Father*, with Ford Olivier, *Flame Trees of Thika*, with Agatha Christie, *mysteries and Rally*, *Ace of Spies*.

For this year, Thames has signed a co-operation deal with the U.S. CBS network to help

develop a series of U.S. comedy programmes. As it now stands, the deal calls for the provision of outlines, pilot scripts and British talent.

Granada Television, comparable to Thames in catalogue size next week launches its much-heralded 14 chapter series, *The Jewel in the Crown*, based on the Paul Scott novels of India, the Raj Quartet.

London Weekend, which created *Upstairs, Downstairs*, last year saw its revenues rise to £3.5m up from £2.5m the year before, largely on the strength of *Apocalypse Now*, *A Married Man*, and *Marlowe—Private Eye*, based on the Raymond Chandler detective hero.

Several companies recently set up and expecting to enlarge their exports are Channel Four Television, Central Independent Television, and a reconstituted Yorkshire Television, lived off from the Trident group several years ago. All need to build up a catalogue comparable to those of Thames and Granada, which they say will take about five years.







JOBS COLUMN

It's not what you say, but how you say it

BY MICHAEL DIXON

THE BIBLE'S advice to "be swift to hear, slow to speak" has never attracted me as a new year's resolution. But if I don't adopt it for 1984 the only alternative is elocution lessons. And the same goes for a lot of other people, according to Professor John Honey of Leicester Polytechnic writing in the January edition of Personnel Management magazine.

If he's right, then the numerous readers who have telephoned the Jobs Column over the past 11 years probably decided instantly that it must be gargoyled as well as block-headed and not be trusted unsupervised within reach of the petty cash.

The reason is that despite having lived in London for more years than I care to remember, I retain an unmistakably regional accent. And research has shown that when asked to judge their fellow beings solely on the evidence of hearing their voices, people from every walk of life all do the same snobbish thing.

Speakers emitting the disinfected tones typical of the upper middle classes are ranked on a level with the minor saints at least. Edinburgh Scots as exemplified by the Leader of the Liberal Party is not far behind. The rest of us are judged less or more inferior in such qualities as "honesty, integrity, intelli-

gence, ambition and even good looks."

The four accents at the bottom of the league are apparently London Cockney, Liverpool Scouse, Birmingham and Glaswegian. The general public is of course unjustified in assuming, in the absence of contrary evidence, that those four betray the appearance as well as the character of a half-witted gaolbird. I know a good number of people who speak each of the varieties, and some of them aren't like that at all.

The fact that my own accent is not among those four admittedly offers a modicum of personal comfort. But it's still less than encouraging even for someone speaking south-side Manchester to find himself being told by a professor that every time he opens his mouth he puts his Achilles heel in it.

What's worse, although I'm not yet entirely convinced that John Honey is right, he backs up the research findings he cites with what from my particular viewpoint looks like sound circumstantial evidence. For years and years, you see, I've been prattling away feeling confident that employers and other arbiters of social acceptability had ceased to discriminate on grounds of accent.

Indeed I've been going around feeling quietly superior

to the lady who was head girl of Stockport High School when I was a prefect at the neighbouring direct-grant grammar. She has publicly confessed that soon after going up to Cambridge University she hid herself away and drilled herself in patrician speech until she was sure her south-side Mancunian had gone for ever. A little while later she got married and changed her name to Joan Bakewell.

Some comfort

That bit of detailed information, which could hardly have been known to a professor at Leicester Polytechnic, squares disquietingly well with another of his main contentions. It is that while a lot of males with regional accents have like myself deluded themselves that snobbish about speech is a thing of the past, females are generally more sensitive to the true situation.

"Women are much more likely than men to make efforts to adapt their local accent," he declares, "whereas some men show a tendency to cultivate the local accent their wives try to escape from, as some kind of badge of male solidarity and chauvinism."

Whether other regionally branded men have the same reaction to those words, I don't

know. But they certainly come as a shock to one who has previously rather prided himself on simply remaining true to his roots, so setting an example to the generality of socially fibbertigibbet females.

To make things worse still, John Honey goes on to suggest that it is pointless for us vocally underprivileged folk to try to argue the speech snobs out of their initial disparaging judgments. Even though they usually don't know why they're doing it, he says, they write us off with the first syllable uttered and thereafter the content of what we say makes no impression on them.

The point where evaluations of accent have most impact is at the first encounter. This is when snap judgments are made; this is when a kind of filter operates on the speaker's message, devaluing the content if the accent is held in low esteem by his or her listeners, but possibly also giving it a spurious dignity if the accent is one that is highly regarded.

In view of that, I can only hope that there are a fair number of regional speakers in this column's readership. For it would seem that if the whole lot of you glory in patrician voices, then no matter how cogent my argument on behalf of the underprivileged minority, you simply won't believe it. In which case, I suppose I might

just as well convert myself to Scouse or Brummagem and be done with it.

Fortunately, you've shown more than sufficient evidence of fair-mindedness over the last 11 years to encourage me to show that I still retain some of the same on my own account. For while—I may perhaps have hinted—I feel somewhat personally affronted by the professor's thesis I can see that where some jobs are concerned it is sensible for employers to use accent as a criterion for recruitment.

However wrong it may be in principle for people to adopt snobbish attitudes to fellow humans' voices, there appears to be little doubt that such attitudes do exist in practice. So where doing a job successfully depends importantly on establishing instant credibility with patrician customers or colleagues, it is surely appropriate to fill the post with a speaker of disinfected English. Selling jobs are a case in point.

But that is no excuse whatever for employers applying the same criterion when recruiting for other types of work, surely the majority, where accent makes no difference so that speech snobbishness can result only in reducing the chances of appointing the candidate best equipped to do the job well.

Professor Honey's recogni-

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This is a ground floor opportunity and our client therefore is prepared to reward a high calibre professional an attractive salary together with a comprehensive range of benefits which include bonus, stock options, medical cover, life assurance and company car.

All replies will be treated in the strictest of confidence. In the first instance write enclosing a copy of your curriculum vitae to Richard Champion at the Birmingham office.

**CIA**  
 Cathy Tracey & Associates Ltd

PHOENIX HOUSE  
 13 NEWHALL STREET  
 BIRMINGHAM B3 3JH  
 TEL: 021-236 1999/TELEX: B25264

EMERSON COURT  
 ALPLEY ROAD  
 WILMINGTON, CHESHIRE SK9 1NQ  
 TEL: 0623 53804/TELEX: 825264

**North American Investment Manager**

Our Client is a leading investment house in the City of London with assets under management of approaching £2 bn.

They are looking for an individual to play a major role in the continuing expansion of their North American portfolios.

Candidates (ideally in their mid-twenties) will have had at least 3 years' experience managing funds, and should have at least a working knowledge of the North American market.

He/she will enjoy the challenge and motivation of having a high degree of discretion in this area, as well as contributing to overall policy decision-making.

Remuneration will be by way of salary and bonus, plus a generous fringe benefit package.

Please write with full personal and career details to Bridget Killick, Sutton Personnel, Chancery House, Chancery Lane, London WC2A 1QU.

If there are any companies to whom you do not wish your C.V. to be forwarded, please include these separately.

Sutton Personnel  
 Chancery House  
 Chancery Lane  
 London WC2A 1QU

**BANKING BANKING**

**CREDIT MANAGER** to £18,000

Excellent opportunity to head up the credit function of an expanding merchant bank. Directly responsible for all credit appraisals and presentations, the successful candidate will manage a highly professional operation. Previous exposure to credit committee procedures would be ideal but more important is a strong risk analysis background and well developed communication skills. Ref: FH

**INSTITUTIONAL SALES** £15,000+

Make a direct contribution to earnings with this leading City stockbroking firm. A key position on the highly profitable mining desk, the appointee will be responsible for introducing and servicing further business, backed by a strong support team. Related sector experience is preferable but the essential criterion is a minimum of two years' successful institutional sales experience. Ref: FH

**CORPORATE DEALER** £15,000

Continued expansion within this major U.S. commercial bank has created a new position to complement the existing corporate desk. Handling requirements of an established multi-national customer base, candidates should have active FX dealing experience and current exposure to corporate liaison work. Ref: FH

**ROBERT HALF**

**Phillips & Drew**  
**INTERNATIONAL**

We have a vacancy for an analyst to cover North American shares. Ability to assimilate research material from many sources is essential. Knowledge of dealing procedures would be helpful, as would specialist knowledge of one or more sectors of the market. Preferred age is 25-35.

There is also a vacancy for an equity salesman or saleswoman to exploit the firm's research in European shares. Experience of the requirements of U.K. institutional clients is desirable.

Please apply to: Miss Deborah Harman,  
 Phillips & Drew, 120 Moorgate, London EC2M 6XP



حزب اصحاب المال

## CORPORATE FINANCE

Merchant Banking  
£13,500 to £25,000 + Benefits

Because of the high level of demand for their corporate advisory services, several of our Merchant Banking clients are seeking executives and managers to expand and strengthen their existing teams.

We are handling a number of interesting opportunities at different levels of seniority and invite applications from ambitious professionals with commercial flair who are likely to come from the following backgrounds—

- (1) Experienced Corporate Finance Managers and Executives.
- (2) Graduate A.C.A.s aged 25 to 32 with post-qualification experience of investigations or international tax work in a large firm.
- (3) Recently-qualified solicitors used to dealing with corporate clients.

To arrange an informal initial discussion, please telephone or write to Robert Digby, quoting reference FT1183. No approach will be made to our clients without prior consultation.

**Badenoch & Clark**  
16/18 New Bridge Street, London EC4A  
Telephone: 01-353 7722/1867

## The University of Manchester DIRECTOR

Manchester Business School

The University proposes to appoint a Director of the Manchester Business School to take office in September 1984.

The School has over fifty teaching and research staff. It offers PhD, MBA and Diploma programmes and also a wide range of post-graduate courses for senior and middle management. In addition, the School is heavily engaged in research.

The Director is responsible for the success of the School, both academically and financially, and is its representative both within the University and at top levels in the business community. He or she will be appointed initially for five years with the prospect of reappointment by mutual consent.

The successful candidate could be either a senior academic from an established business school or in another faculty that has close contacts with business, or could be at a senior level in business or in public administration. A good organizer and administrator, the Director must have a record of achievement and the ability to lead a large academic research and administrative team.

The level of remuneration envisaged is competitive with senior posts outside the University system. Applications, accompanied by a curriculum vitae, should be submitted before January 23rd 1984 to The Vice-Chancellor, The University, Manchester M13 9PL, from whom further particulars of the appointment may also be obtained.

## MARSHALL WOELLWARTH & CO. LTD.

are looking for experienced Yen deposit brokers to work in their 52 Cannon Street office.

Excellent salary and conditions of employment are offered to suitable applicants and interested parties should contact Jean Lillington on 01-638-6381 to arrange an interview.

All applications will be treated in the strictest confidence.

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## SHIPPING CONSULTANCY

A major London-based Shipping Consultancy requires an additional Consultant and an Analyst to assist in developing this fast-growing organisation.

Both jobs involve liaison with executives from all areas of shipping and associated industries plus the development of close links with the oil and dry bulk market.

Each position will involve spending time in providing private consultancy for individual clients as well as specific multi-client. The consultant's time will also be spent on project management.

It is not necessary to have previous consultancy experience but candidates should have a track record of business development, planning or market research in shipping or allied industries. Statistical or econometric experience or qualifications would also be of benefit.

Competitive salaries and fringe benefits will be offered.

Applications in writing to:

Mr. W. J. Harding, Personnel Department  
LLOYD'S OF LONDON PRESS LIMITED  
Sheepen Place, Colchester, Essex CO3 3LP  
Telephone: (0206) 69222 ext. 212

## Pension Fund Manager

Our client, a leading City based financial group, has a vacancy at senior level in Pension Fund Management. In addition, the successful applicant will have responsibility for a portfolio of active trading funds requiring an entrepreneurial approach and will participate in Departmental policymaking for both activities.

Our client seeks a man or woman with a minimum of five years' experience of discretionary pension or similar fund management.

The salary will reflect the responsibilities and the high personal qualities required. Attractive conditions of service include a generous mortgage interest subsidy, a company car and assistance with relocation if necessary.

**Confidential Reply Service:** Please write with full CV quoting reference S/B 0184/DT on your envelope listing separately any company to whom you do not wish your details to be sent. CV's will be forwarded directly to our client, who will conduct the interviews. Charles Barker Recruitment Limited, 36 East Street, Bromley, Kent BR1 1QS.

**Charles Barker**  
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## Robert Fleming Investment Analyst

Due to the expansion of Robert Fleming's international fund management activities, an opportunity has arisen for an additional analyst to cover European stock markets, working closely with the portfolio management team.

While specific knowledge of these markets would be desirable, it is not essential, as training will be given. The minimum qualification for the successful candidate is three years' experience in investment research. This post involves considerable travel within Europe and, as such, a reasonable level of linguistic ability is desirable.

Robert Fleming is widely represented overseas and good opportunities exist for advancement both in the U.K. and abroad. A competitive salary according to age and experience, together with fringe benefits, will be offered.

Applicants should write, enclosing their curriculum vitae, to: A.M. Golding,  
Robert Fleming Investment Management Limited,  
8 Crosby Square, London EC3A 6AN. Tel: 01-638 5858.

## IMS WALES TOURIST BOARD DEPUTY CHIEF EXECUTIVE CARDIFF HEADQUARTERS

This new position is being created to help the Board carry through its growth strategy, aimed at significant real increases in tourism and in related jobs in Wales. The Deputy Chief Executive will take operational control of all Tourist Board functions excluding the Finance Department, and will deputise for the Chief Executive as required in all areas including the financial control of operating divisions. Applicants are invited from men or women who can demonstrate

- high marketing skills and achievements
- the ability to lead senior managers of high professional calibre
- personal qualities and achievements equipping him or her to deal successfully at the highest levels in the tourist industry and local government
- successful experience of controlling large budgets
- previous experience at director level in a substantial organisation, not necessarily in the tourist industry.

Successful candidates are likely to have a degree or professional qualification. Preferred age: up to about 45.

The position is offered within the British Tourist Boards' salary range Grade I £16,991-£21,626. Commencing salary will depend upon experience and qualifications.

Apply in complete confidence, with brief career details to

Alan Rosser, Chief Executive,  
International Management Search,  
6-8 Albany Road, Cardiff CF2 3RP  
ASSOCIATES IN NEW YORK, DELAWARE AND INDIANA  
A DIVISION OF WALES INTERNATIONAL MANAGEMENT CENTRE



## Wardley London Limited



Wardley London Limited, the London Merchant Banking Member of The Hongkong Bank Group is looking for executives to join its expanding Money Market Division.

### Commercial/Corporate Dealer

We require a senior commercial/corporate dealer with expertise gained in the environment of a major merchant or commercial bank.

He/She must have extensive experience of sterling and currency money markets. Knowledge of futures and options markets would be an advantage.

The successful applicant will contribute directly to the profitability of the division, by providing treasury services to companies, and will probably be aged c. 30.

### Credit Officer

We require a credit analyst with specific experience of bills of exchange administration, and knowledge of the UK acceptance credit market.

He/She will provide credit, research and administrative support for the expansion of the corporate business of the Division. The successful candidate will probably be aged c. 25.

Attractive remuneration, which will depend upon experience and ability, will be negotiated. Applications which will be treated in complete confidence, should be sent with a full curriculum vitae to:-

C. E. Fiddian-Green,  
Wardley London Limited,  
7 Devonshire Square,  
LONDON EC2M 4HN

member: Hongkong Bank group

## FINANCIAL ANALYST

Our client, an International Printing Organisation, have a challenging vacancy for a Qualified Accountant to join their Technical Sales Team.

The Analyst will be expected to participate in the investigation, selling and implementation of projects including joint ventures. This will involve forecasting, planning, performance evaluation and participation in decisions on products, prices and project appraisals. The post will be based in Surrey, but foreign travel will be necessary, sometimes at short notice.

Applicants should be between 28 and 40 years of age, with at least 5 years relevant experience.

Attractive benefits include a salary commensurate with experience, five weeks holiday and membership of BUPA.

Please write with full career details to:

WALTER JUDD LIMITED (Ref. L539),  
(Incorporated Practitioners in Advertising),  
1a Bow Lane, London EC4M 9EJ

indicating the names of any companies to whom you do not wish your reply to be sent. If the list includes the company involved your application will be destroyed.

## BOND TRADER

To establish, develop and manage department dealing in U.S. Federal Government Securities. Must have actual experience in active daily trading at U.S. Federal Government Securities in commercial volumes. Verifiable character and work reference required. Apply Personnel Department, Fidelity Bank, 60/62 Aldermanbury, London EC2V 7JY.

## MERCHANT BANKER

Mergers and Acquisitions

Young, aggressive, ambitious. Good telephone manner. Not afraid of hard work, long hours and extensive travel. Marketing, new business, cold calls. Knowledge of publishing and high technology an advantage. Starting salary in the area of £14,000 plus normal benefits. Excellent prospects.

Write Box A8433, Financial Times  
10 Cannon Street, London EC4E 4BY

## US Broker Branch Manager, London

Age 25-35  
(British Stockbroking background preferred)

A well-established US regional stockbroking firm will shortly appoint a branch manager. This is a new appointment due to expansion. The likely candidate will now be working in London, preferably with a British firm of stockbrokers. He/she should have an established track record in the sale of U.S. Securities with a flair for marketing investment ideas to a wide range of British and European institutions.

The salary package offered is exceptionally attractive. It will contain a substantial salary element. It is, however, unlikely to prove a problem to the right candidate.

Please apply to Jock Coutts, Career Plan Ltd., Chichester House, Chichester Rents, Chancery Lane, London WC2A 1EG. Tel: 01-242 5775.

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## Operations Manager

£20,000 + considerable benefits

Our client, a major international Investment Bank is looking for an Operations Manager to take charge of their securities instructions, settlements and payments section.

The successful candidate will be aged between 30 and 35 years old and is likely to be currently working in a similar area in an investment or merchant bank. A wide banking background in accounting, systems or internal audit functions would be an advantage as would Institute of Bankers qualifications.

An attractive compensation package including a basic salary of around £20,000 plus a profit related bonus, company car, housing loan subsidiary, non-contributory pension and medical insurance, is offered to an exceptional man or woman.

Please write with full details of career to date and listing any companies to whom you do not wish your details forwarded, quoting ref: FT655 to: Peter J. Phillips, Riley Advertising (Southern) Limited, Old Court House, Old Court Place, Kensington, London W8 4PD.

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## REGIONAL EXECUTIVE

Wyeth Europa is the European Head Office of a major pharmaceutical company whose function it is to co-ordinate and develop the activities of manufacturing and marketing affiliates throughout Europe, where a prominent range of prescription drugs and nutritional products is distributed.

Sustained growth within a competitive market has led to the requirement for a Regional Executive.

Reporting to the Regional Director of Operations, the role of the Regional Executive will be to assist the Regional Director in securing the operational efficiency and controlled profitable growth of affiliates in Europe. The job will include the co-ordination and review of affiliates' proposals regarding all aspects of operations, with particular emphasis on the analyses of results and provision of recommendations to improve profitability.

Applicants up to mid 30s, educated to degree equivalent level, should have specialised in Finance or Marketing and have a sound background in either of these disciplines or in general management.

Experience in the pharmaceutical or health care industry would be an advantage, as would proficiency in either German or Italian.

The position is likely to be attractive to those who welcome the opportunity to carry out assignments beyond their professional discipline and to develop their careers in an international organisation.

Excellent conditions of employment are offered and salary will reflect the attributes of the successful applicant.

Please write with full c.v. to:-  
Miss R. H. Bunce, Personnel Executive  
WYETH EUROPA LIMITED  
Huntercombe Lane South, Taplow, Maidenhead  
Berkshire SL6 0PH  
Tel: Burnham, Bucks. (06236) 63035

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Wyeth Europa Limited

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## ASSISTANT MANAGER — WEST END

The United Bank of Kuwait Ltd. is a British Bank established in 1968, and owned by the leading financial institutions in Kuwait. It has total assets in excess of £1,200 million and operates from six different locations in London and two abroad.

Due to sustained growth the Bank is looking for an Assistant Manager for its busiest West End Branch which employs some 50 staff. Duties will include control of operations and administration of the Branch.

Applicants, aged between 27 and 32 years should be experienced Branch Bankers but, above all, should have the personality, drive and enthusiasm to motivate staff and coordinate all aspects of the Branch's activities.

There are very good prospects both for promotion and travel and the salary will reflect the importance of the position.

Please contact Richard Meredith

**Jonathan Wren** BANK RECRUITMENT CONSULTANTS  
170 Bishopsgate London EC2M 4LX 01 623 1266



# Economic Analyst Bahrain Tax Free Salary

Gulf Air, the prestigious airline of the Gulf States, has a rewarding opening for a qualified Accountant or Economist to work on route cost and revenue analysis by developing an efficient computerised model to answer questions arising from changes in pricing, cost, schedule and frequencies. The successful candidate will also participate in the Corporate Planning function with special reference to aircraft acquisition and fleet modernisation. An additional concern will be the analysis of existing computer systems and the design of new systems, as well as the development of principles and systems for route evaluation.

We seek an Economist, qualified to degree standard, or a qualified Accountant with an ACMA. Candidates should have at least three years' experience of airline cost accounting, economic analysis or planning, and experience of computerised models is essential.

We offer a generous tax free salary plus the excellent range of overseas benefits to be expected of a successful international airline.

Please write with full career and personal details, quoting ref EA2, to Personnel Department, Gulf Air, Room 221, East Wing, Terminal 3, London Heathrow Airport, Hounslow, Middlesex.



# Investment Analyst Consumer Sectors - UK Market from £14,000

The BP Pension Fund is seeking an analyst to undertake research as a member of a small team working in close collaboration with the Portfolio Managers on the consumer sectors of the UK market.

Candidates, ideally under 30, should have a degree or professional qualification and at least two years' relevant experience.

Earnings negotiable from £14,000 including London Weighting. Excellent benefits include a non-contributory pension scheme and assistance with relocation expenses, where appropriate.

Please apply in writing, giving details of age, qualifications and experience, quoting reference B.115, to:

Mrs. J. E. S. Wilkerson, Recruitment and Placement Branch,  
The British Petroleum Company p.l.c.,  
Britannic House, Moor Lane, London EC2Y 9BU.

All applications will be treated in confidence.

The British Petroleum Company p.l.c.

# ACQUISITIONS & BUSINESS DEVELOPMENT MANAGER

- \* Experience** — Ability to seek out and identify potential developments and acquisitions in the Electronics field.
- In-depth experience of the U.K. financial market is essential and knowledge of US and Continental European Markets would be an advantage.
- Top level negotiating skills and the ability to get results.
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- \* Location** — This is a new appointment and will be based in the South-East of England but will require a substantial amount of U.K. and overseas travel.
- \* The Conditions** — An attractive salary will be paid, based on qualifications and experience. The usual range of executive benefits will also be available.

Apply with full CV to: Mr. L.J. Connor BA, Chairman, First Castle Electronics plc, Waterfield Mill, Balmoral Road, Off Watery Lane, Darwen, Lancs. BB3 2EB (please mark your envelope ABD/1)

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# SENIOR INVESTMENT MANAGER

A major investment house in the City of London require an outstanding senior investment manager to take charge of their Japanese portfolios.

Applicants (who will probably be in their mid-thirties) will be experienced in Far East investment markets, especially Japan.

He/she will need to demonstrate technical and analytical skills of the highest level as well as above-average ability in communicating with clients.

Salary will be commensurate with the importance of this position. Additional benefits include bonus, generous non-contributory pension scheme and company car.

Please write with full personal and career details to Fiona Fellows, Rees-Hills Recruitment, Chancery House, Chancery Lane, London, WC2A 1QU.

If there are any companies to whom you do not wish your C.V. to be forwarded, please include these separately.

## BANKING OPPORTUNITIES

- CORPORATE FINANCE MARKETING** £20,000  
Top U.S. Bank seeks Graduate/Accountant with experience of mergers and acquisitions to assist in the marketing of financial services to banks and UK corporations.
  - INTERNATIONAL FINANCE** £20,000  
Due to recent departmental expansion, this UK-based Marketing Director seeks Graduate with a knowledge of interest rates and currency swaps to assist in the development of European Corporate Services.
  - EUROMARKET FINANCE** £15,000  
Outstanding opportunity to utilise your Syndication/Euromarket finance experience within leading American Bank. Responsibilities will include executing business in the syndication group as senior assistant within the International Finance sector.
  - CORPORATE FINANCE** £10,000-£15,000  
Leading Merchant Bank seeks young graduate with one/two years' general experience in corporate finance to assist in the marketing of services to international Corporations and Governments.
- Joslin Rowe Associates  
Leadenhall Buildings, 1 Leadenhall St, EC3 1JD - Tel: 01-282 8821

## County of Cleveland

**COUNTY TREASURER'S DEPARTMENT**  
**Loans and Investment Officer** £13,395-£14,709

The person appointed will head a small professional team dealing with the Council's superannuation fund and loan debt. He or she will enjoy substantial responsibility for day-to-day management of the fund, in which performance is important and will be assessed regularly. He or she will also be expected to manage the Council's loan debt with minimal day-to-day supervision. The fund has a current value of £150m, with holdings in fixed interest, U.K. and overseas equities and property. Management is largely on an "in-house" basis, making use of modern, information technology. Loan debt amounts to £20m of long- and short-term borrowings.

The successful candidate is likely to hold a degree or an accounting qualification, to have passed the examinations of the Stock Exchange and to have had several years' experience in stockbroking and/or fund management.

Assistance with removal and relocation expenses will be provided in approved cases. Temporary housing accommodation may also be available within the county area.

Application forms are obtainable from the County Treasurer, PO Box 108, Municipal Buildings, Middlesbrough, Cleveland TS1 2QH (tel: (0642) 24153, ext. 2257), to whom completed forms should be returned by 20th January, 1984.

We are an equal opportunities employer.

## International Finance Swap Operations

Wood Gundy Limited, the UK branch of a major Canadian Investment House, prominent in International Financial Markets, requires an individual with experience in Swaps to join our Corporate Finance Department.

This is a senior position in a dynamic corporate finance area and will appeal to a highly motivated person wishing to develop his/her career in a competitive environment.

The remuneration package will reflect the importance and scope of the appointment and includes profit sharing and, ultimately, equity participation.

Please apply in writing with full career details to: W J Meredith, Wood Gundy Limited, 20 Finsbury Square, London EC2A 1AV

**FX AND M.M. MANAGER** £40,000  
To manage active international bank's dealing operation.

**CHIEF DEALER** £20,000  
With sole responsibility for FX dealing in small bank.

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For major bank.

**MONEY BROKERS** £ neg.

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**MARKETING OFFICER** £17,000-£19,000  
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**SENIOR CREDIT ADMINISTRATOR** £17,000  
With 7/8 years' credit experience and some market exposure.

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Manchester: 061-228 0049, Sunley Building, Piccadilly Plaza  
Glasgow: 041-332 1202, 141 West Nile St., G1 2NL  
Belfast: 0232-228768, 22 Great Victoria St., BT2 7ER.

**LEASING/INDUSTRIAL HIRE PURCHASE**

The Asset Finance Department of a City-based merchant bank wishes to recruit an additional member of staff to develop the leasing and hire purchase business. The position combines a marketing role, and some involvement in day-to-day administration. Applicants should be aged between 25 and 30 years, with an in-depth knowledge of hire purchase and leasing within a major Finance House environment. Salary is negotiable, with normal banking benefits including mortgage subsidy and profit sharing schemes.

Apply in writing to:  
Mrs S. Cooper, Personnel Officer  
**HENRY ANSACHER & CO. LIMITED**  
1 Noble Street, London, EC2

## International Appointments

# Financial Manager

# MALAWI

3 year contract with tax-free gratuity

Manica Freight Services (Malawi) Limited, a member of a large international group, is engaged in all aspects of freight and travel business.

We require the services of a qualified C.A. with 10 years experience in finance, 3 of which should have been in a Financial Manager/Controller capacity. Industry related experience would be an advantage, reporting to the General Manager, the man will have the full support of a local team and will be responsible for inter alia: the preparation of the annual budget and monitoring thereof, a computerised management information system, man-management within the Financial Department and the instituting and control of systems to achieve optimal utilisation of financial resources.

The man appointed will be between 28-40 years old with proven man management skills and knowledge of budgetary control, costing, and computerisation, with the ability to change entrenched attitudes.

Based in Blantyre, with access to all amenities, you'll receive rewards in excess of those usually offered. These include free housing, subsidised local or overseas schooling, use of company cottage on Lake Malawi, overseas leave, club and recreational facilities and a 25% tax-free gratuity on completion of contract.

Applications with full personal and career particulars should be addressed to: K.P. Gallagher, c/o Davidson Pack & Speed, 7th Floor, Stone House, 128/140 Bishopsgate, London EC2M 4HX.

# Geschäftsführer

Ihre Aufgabe: Aufbau und Leitung der deutschen Tochtergesellschaft eines internationalen Spitzenanbieters von Computertechnologie

Im Rahmen einer klaren und expansionsorientierten Zielsetzung für unser Engagement in Europa wollen wir jetzt unsere Aktivitäten in Deutschland in einer Vertriebs- und Servicegesellschaft — mit Sitz in Düsseldorf — zusammenfassen. Das heißt für Sie: Entwicklung der Absatzstrategie, Aufbau der Vertriebsmannschaft, Herstellen der Servicebereitschaft und Organisation der innerbetrieblichen Verwaltungsfunktionen. Ihr Führungsteam wird aus den Ressortleitern für Vertrieb, Customer Engineering und Controlling bestehen. In einer späteren Phase werden Sie auch für den Ausbau unserer Verkaufstätigkeiten in ganz Europa verantwortlich sein.

Wir suchen das Gespräch mit vertriebsorientierten Führungskräften, die bereits unternehmerisches Können bewiesen haben und die Persönlichkeit besitzen, sich in einem schnell entwickelnden Markt durchzusetzen.

Die Position ist mit allen erforderlichen Vollmachten ausgestattet und sehr gut dotiert. Sie berichten direkt an das Konzernmanagement des Stammhauses.

Ihre Kontaktaufnahme und Bewerbung erbitten wir über Herrn Wolfgang Hermann (02 11 - 32 02 82) oder Herrn Dr. Joachim Staude (06 11 - 2 16 43 48) bei unserer Beratungsgesellschaft, die sich für jede von Ihnen gewünschte Diskretion verbürgen.

PMM MANAGEMENT CONSULTANTS  
Unternehmensberatungs-GmbH  
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**TRUST REPRESENTATIVE HONG KONG**

Canadian Imperial Bank of Commerce requires an individual with the qualifications and experience necessary to assume a senior position in Hong Kong marketing the trust services of its subsidiary Trust Companies located in The Bahamas and Cayman Islands.

Preference will be given to those applicants with appropriate experience in an offshore tax-haven. Responsibilities will include all aspects of marketing and the promotion of trust services to international clients utilising offshore fiduciary facilities in The Bahamas and Cayman Islands.

Applicants should be professionally qualified with at least 5-10 years' experience at senior management levels. Attractive salary and benefits are offered.

Detailed resume should be forwarded to:  
The Personnel Manager, Canadian Imperial Bank of Commerce, 55 Bishopsgate, London EC2N 3NN

**U.S. manufacturer of electronic music instruments wishes to appoint a EUROPEAN SALES MANAGER to lead their European sales team**

Sales management experience in Europe is required and the ideal candidate will have had at least two years' experience in the music instrument industry, be aged between 25 and 35 and be seeking career advancement.

Knowledge of electronic music instruments and ability in conversational French and/or German would be an advantage. The successful candidate will be based at the company's European headquarters near Amsterdam.

A generous remuneration package is offered. The sales manager's total income is expected to exceed £25,000 (including commission) in the first year. A company car is provided and a relocation allowance will be paid.

Interviews will be held in London in mid-January. Please send applications, including resumé and telephone number, to:

The European Operations Manager, Box AB432  
Financial Times, 10 Cannon Street, London EC4A 4BY

Handwritten note in Arabic script: "مركز استشارات"



# Accountancy Appointments

## ACCOUNTING FOR THE NATION'S TRANSPORT

£20,490-£24,405

In the Department of Transport, the Financial Directorate is responsible for the financial management and control of an annual budget of some £4 billion. This money is spent on a wide and vital range of activities including the construction and maintenance of motorways and major roads, the sponsorship and support of the nationalised transport industries, and promoting safety for inland transport, aviation and shipping.

This new London-based post will form a key part of the Directorate and is graded as Assistant Secretary level. Responsibilities will cover the provision of accountancy and audit advice on a wide range of issues and problems. Specific tasks will include:

- The development of financial management practice and procedures, particularly in respect of administration resources management, management accountancy and internal audit, advising on the production of 'in-house' accounts, such as the Severn Bridge and other Trading accounts which are currently undergoing a programme of change;

- providing interpretive and analytical support and developing and encouraging improved accounting methods in relation to the accounts and financial arrangements for nationalised industries, local authorities, and Metropolitan Transport Authorities.

Candidates must be professionally qualified Accountants who can demonstrate their ability to provide sound and wide-ranging financial advice to senior management, particularly in the areas detailed above. Transport industry experience is desirable.

Starting salary according to qualifications and experience within the range quoted. Relocation expenses may be payable.

For further details and an application form (to be returned by 27 January 1984) write to Civil Service Commission, Alconon Link, Basingstoke, Hants RG21 1JB, or telephone Basingstoke (0256) 68551 (answering service operates outside office hours). Please quote ref: G/6148/2.

### Financial management consultancy

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**you must be...**

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- a graduate accountant, with at least 3 years' experience in industry/commerce
- able to show real achievement in your career to date
- keen to extend your experience and improve your skills.

**we offer...**

- the opportunity to develop and broaden the skills essential for your future career in senior management
- a stimulating, multi-disciplinary environment
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- opportunities to work overseas - short or long term
- rapid career and earnings progression.

Résumés including a daytime telephone number should be sent to C R Williams, Director, quoting Ref. F20/79.

**Coopers & Lybrand associates**

Coopers & Lybrand Associates Limited  
management consultants

Fleetway House, 25 Farringdon Street,  
London EC4A 4AC.

'BORED WITH A 10 HOUR DAY?'

### FINANCE DIRECTOR (DESIGNATE)

Bucks/Berks £20 - 25,000 + car

The two successful entrepreneurs responsible for a £6m turnover business wish to recruit a third member for their management team. The group's activities encompass aviation, electronics, computers and light engineering. This is a new position arising from the continuing growth of the business.

Responsibility will not just be for the finance function. A prime requirement is to participate in the overall running of the group and make a positive contribution to its future growth and profitability through involvement in sales, marketing and general management.

Applications are invited from qualified accountants in their late twenties or early thirties who combine a practical approach with a high energy level and a bias towards general management.

Please send a comprehensive career résumé including salary history and day-time telephone number, quoting ref: 2140 to G.J. Perkins.

**Touche Ross & Co. Management Consultants**

Hill House 1, Little New Street London EC4A 3TR  
Telephone: 01-353 8011

### General Management Development...

### ... First Class Opportunities for Graduate Accountants

Surrey Age: 23-26 to £13,500 + Full Relocation

Our client is an expanding, profitable division of a major British organisation. Their impressive growth record is demonstrated by continued commitment to product development and by maintaining a highly motivated work force.

Currently, two Chartered Accountants are sought to strengthen the finance function. For those with proven ability the initial roles will be of an investigative and analytical nature, necessitating effective communication with all levels of management and the application of commercial ability in solving complex business problems. Prospects for advancement within the group are excellent and could be found both within and outside the finance function in the UK or internationally.

Candidates will be graduate, newly-qualified Chartered Accountants who can demonstrate commercial awareness coupled with an excellent track record gained in a major professional firm. The salary package is generous and the comprehensive range of benefits includes a profit share scheme after a qualifying period.

Interested applicants should contact Phillip Price BA, ACA, on 01-242 0965 or write to him quoting reference 324 at P.O. Box 143, 31 Southampton Row, London WC1B 5HY.



**Michael Page Partnership**  
International Recruitment Consultants  
London New York  
Birmingham Manchester Leeds Glasgow

### ASSISTANT FINANCIAL CONTROLLER

A young ambitious person is required to join a small expanding team which oversees and controls the Group's venture capital investments. The suitable candidate will be responsible for all aspects of financial management and control and will report to the Group's financial controller.

The candidate will be a qualified accountant aged 25 to 30 years with approximately two years' post qualification experience gained within an international firm. In addition, he/she will be able to demonstrate a sound working knowledge of micro computers and property development and construction.

Interested applicants should forward their C.V. to:  
Box AB426, Financial Times  
10 Cannon Street, London EC4P 4BY

### CHIEF ACCOUNTANT

c. £14,000 p.a. NORTH WEST LONDON

Our Company, the Principal of a small Group, is well established in providing Industrial Building Services. We need an experienced accountant to manage our busy Accounts Department.

Responsible to the Group Financial Director and supervising eight staff, you will be responsible for: maintaining the main nominal ledger, bought ledger, cash book and sub-accounts; dealing with VAT and payroll queries; controlling petty cash; and also for maintaining the accounts of small ancillary companies.

We emphasise that relevant work experience, preferably in the Construction Industry, is most important. You will most likely be 28 plus, but age is no restriction. A knowledge of computerised accounting systems would be an advantage.

Please write enclosing an up-to-date C.V. to:  
Box AB430, Financial Times  
10 Cannon Street, London EC4P 4BY

All correspondence will be treated in strictest confidence

### Financial Controller

WEST COUNTRY c.£17,000 + car

UNITECH PLC seeks a qualified accountant for a subsidiary company manufacturing electronic equipment used extensively in the computer and communications industries.

Reporting to the M.D. the Financial Controller will be responsible for all the financial, accounting and secretarial activities of the subsidiary and its associated company in Paris. The person appointed will be a key member of the management team and expected to make a full contribution to business strategy. Candidates should have experience of manufacturing industry and computerised systems.

Please write in confidence with full details to:

Brian Morris, FCA  
UNITECH PLC  
Phoenix House  
Station Hill  
Reading RG1 1NP

### Management/ Financial Accountants Outstanding Career Opportunities with the UK's leading food retailer

To satisfy our business expansion, we seek additional Management/Financial Accountants to join our professional financial team based in South London.

The posts which involve considerable man-management will also cover such activities as statutory and management accounting, control of capital work in progress and development of new computer based systems. They will ideally suit young accountants with around 2-3 years post qualification experience in management or financial accounting.

An attractive salary will be offered to reflect ability and experience. In addition to usual benefits, the package includes \* profit sharing after 2 years' service \* share option scheme after 3 years' service.

These posts can offer excellent development opportunities, security and first class career prospects in line management within the Sainsbury Group of companies.

Please send full details to Leslie Thompson, Recruitment Manager, J.Sainsbury plc, Wakefield House, Stamford Street, London SE1, or telephone 01-921 6576 for an application form.

**SAINSBURY'S**

### Chief Accountant

London c. £15,000 + car

One of the UK's leading trade associations wishes to appoint a Chief Accountant who will be responsible to the Director of the association for the provision of a complete accounting service.

Using recently introduced computerised systems, the successful candidate will prepare regular management information reports and financial accounts; plan and coordinate the annual budget setting process; and will supervise and control the work of the accounts department. In addition he or she will be expected to prepare and present papers on financial performance to the governing committees.

Candidates, ideally aged between 35 and 50, should be qualified accountants with significant managerial experience in a commercial environment. Specific areas of expertise should include familiarity with microcomputers and management information systems. An appreciation of the service nature of an organisation such as a trade association together with well developed communication skills, both verbal and written, will be important attributes.

We are seeking a person who can make a significant contribution to the overall work of the association. In addition to the salary, a fully expensed car, good pension and life assurance scheme, free BUPA and other fringe benefits are offered.

Candidates, male or female, should write in confidence with a full CV to Alan Gilmore, Executive Selection Division, Southwark Towers, 32, London Bridge Street, London SE1 9SY. Please quote reference MCS/9034.

**Price Waterhouse Associates**

### Young ACA

Enfield, Middx. c. £15000

Due to internal promotion this exciting opportunity has arisen in a fast expanding autonomous subsidiary of a leading electronics Group.

As Finance Manager, reporting to the Financial Controller, you will manage a small team, providing financial/management accounting data, regular reporting packages for the Board and Parent company, and assist in the preparation of short and long term budgets.

Aged 24/28, you will have gained sound experience in a "Top 8" firm. This is either your first move into industry or possibly a second step to improve your career prospects.

Although your qualification and good professional background are essential, more important still are the personal qualities you will need to succeed. Energy, self-motivation, ambition and flair should be combined with real management potential and a genuine desire for total involvement.

Please telephone or write to Rebecca Goddard quoting Ref: RG7400.

**Lloyd Chapman Associates**

125, New Bond Street, London W1Y 0HR 01-499 7761

### Intellectually Astute ACA (CORPORATE ASSIGNMENTS)

to £16,000 + car  
BROMLEY, KENT

This public company has consistently demonstrated an awesome ability to compete profitably in a highly competitive market. It has successfully pursued a systematic and aggressive expansionist programme, making several acquisitions last year alone, and remains in the financially enviable position of being able to increase its level of activity in this regard.

As part of the senior management's overall strategy an exceptional young graduate Chartered Accountant is to be appointed to the Corporate team, to provide a first class investigative and advisory service on a variety of complex accounting and operational matters, relating to group policies and procedures, acquisitions, leasing, treasury and taxation.

This is an intellectually challenging role requiring a high degree of technical competence, innovation and self-sufficiency. Moreover, it is seen as the ideal platform for future career progression within this fast growing organisation, currently approaching a turnover of £200m.

Apply in confidence to:-

**Ledgwick, Ledgwick & Goddard**  
170, Bishopsgate, London, EC2M 4LN 01-285 3621  
Senior accountancy & financial management selection



# Accountancy Appointments

## Young Chartered Accountants

**S. East & Midlands To £15,000**

As a result of continuing expansion our client, a major international Group, has identified the need at both the Head Office and Divisional Headquarters for several graduate Chartered Accountants, with above average potential, who are eager to make their first move into industry. The work, covering both management and financial accounting, will be both interesting and challenging. Successful completion of the initial appointment will open the door to career opportunities within the Group. Most of the positions require some experience in systems work and computers and one fluency in either French or German. Ref. 1294/FT. Write or telephone for an application form or send full details to R.P. Carpenter, FCA, FCMA, ACIS, 2-5 Old Bond Street, London W1X 3TB. Tel: 01-493 0156 (24 Hours).

**Phillips & Carpenter**  
Selection Consultants

## ACCOUNTANTS with GENERAL MANAGEMENT POTENTIAL £13,000-£15,000

Multinational client companies engaged in high-technology, energy and chemicals are seeking high calibre young accountants who will develop their careers from a finance base into marketing, business planning, O and M etc. and advise on general business policy and decision making. Our client companies are seeking graduate, newly qualified accountants with demonstrable drive, ambition and a strong personal presence. To learn more, contact IAN GASCOIGNE MA or JANE WOODWARD BA on 01-242 6321 or write to them at 75 Grays Inn Road, London WC1X 8US

**Personnel Resources**

## Finance Director-designate

London c.£25,000 + car

Our client, a large UK public company in the financial services sector, wishes to appoint a Finance Director designate to its Insurance Division. Reporting to the Divisional Chief Executive, you will be responsible for the overall financial control of this large division and for the introduction of new financial systems designed to meet the future requirements of this rapidly expanding part of the group's operations.

You are a chartered accountant (aged 32-40) who will be able to demonstrate an ability to apply an active role in the overall management of the division. You will have qualities of leadership and communications skills commensurate with a Board appointment in due course. A wide practical knowledge of the insurance sector is required.

This position offers you an attractive salary with challenging future prospects. Fringe benefits include a company car, non-contributory pension, life assurance and permanent health insurance and an opportunity to participate in the company's equity schemes.

When applying, please indicate in a covering letter any companies to whom your details should not be sent. All applications will otherwise be forwarded to our client. Applications must include a full CV and should be sent to:

Gavin Adam, Executive Selection Division, Southbank Towers, 33 London Bridge Street, London SE1 9SY, quoting reference MCS/7129.

**Price Waterhouse Associates**

## Financial Controller

Cwmcam, Gwent c.£20,000

British Telecom's telephone refurbishment and production facility is located at Cwmcam within 20 miles of The Severn Bridge, near Newport. Employing over 1,100 staff, and with an annual turnover of about £30m per year, the factory operates as an independent and competitive profit centre within British Telecom, is an established supplier of quality products, and is at the forefront of technological progress in terms both of production techniques and products.

It is now looking for a Financial Controller to be responsible to the General Manager, via the Factory Manager, for the financial planning, accounting and performance monitoring of the factory's various business enterprises. The successful applicant will play a major role in

strategic planning for the future, with the development of commercial disciplines and financial procedures an important part of the work. He or she could also assume line responsibility for certain other managerial functions.

Applicants, who should combine entrepreneurial flair with good interpersonal skills, must be qualified accountants and possess considerable experience in industrial management.

For further information and an application form, to be returned by 21st January 1984, please telephone Irena Lawoon or Sandra Aitken on 01-607 2700 ext 249, or write to them at British Telecommunications Factories HQ, Bowry Place, LONDON N7 6PX.

British TELECOM

## Financial Controller

Board Potential

Hereford & Worcester To £17,500 + Car

Situated in an area of great natural charm and beauty, our client has established a highly reputable food processing and agricultural business with a turnover of over £4 million.

The company has considerable potential for growth both within its mainstream business and also by diversifying into other activities. This will however call for considerable financial expertise and they have decided therefore to strengthen their top management team by appointing a high calibre Financial Controller. Reporting to the Managing Director, you will be responsible for not only running an efficient accounting function providing reliable, up to date and meaningful information for management purposes, but also playing a key role in the overall development of the company.

They are seeking a Qualified Accountant, aged 30 to 40, with several years broad based commercial accounting experience and a keen and enterprising business brain. Sound knowledge of computer-based systems is essential. The company offers an excellent remuneration package, including a car and relocation assistance, and there are first-class prospects of a Board appointment in the short-term.

Please send concise details including salary and day-time telephone number, quoting ref. B2007, to W.S. Gilliland, Executive Selection Division.

Thornton Baker Associates Limited, Fairfax House, Fulwood Place, London WC1V 6DW.

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## Financial Controller

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to £20,000 + bonus + car

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Reporting to the Managing Director you will participate in the general management of this well-established importer and distributor — via its own sales force — of quality houseware products for the retail and wholesale trade nationwide. Always profitable and with a turnover in excess of £2m, the company is now looking for a continuing 20% annual growth rate. Aged probably about 35 and qualified, you will have operated in a fully computerised environment and your career must demonstrate very relevant accounting/finance experience.

Success in this role will be rewarded by Director/General Manager status. Location — N.W. London.

Telephone 01-247 9431 (24hr service) quoting Reference 0492/FT. Reed Executive Selection Ltd., 122 Whitechapel High Street, London E1 7PT.

London Birmingham Manchester Leeds

## Financial Accountant

Home Counties to £13,500 + relocation

Our client is a major U.K. public company with a turnover in excess of £1 billion. A high-calibre Chartered Accountant is now sought to join a close-knit financial team at the Group's headquarters. Candidates aged 24-27, will be graduates with sound commercial experience gained in a large professional firm. Familiarity with computer systems would be highly advantageous while good communicative skills are essential. This demanding role is responsible for Group reporting, financial analysis, evaluation of Group performance, systems development and formulation of Group accounting policies. For a highly-motivated individual with the determination to succeed, career prospects are excellent. Interested candidates should contact John Archer on 01-242 0965 or write to him at PO Box 143, 31 Southampton Row, London WC1B 5HY.



**Michael Page Partnership**  
International Recruitment Consultants  
London New York  
Birmingham Manchester Leeds Glasgow

## Remploy

Remploy Limited is a Government sponsored Company. Its objective is to provide employment for severely disabled people in normal industrial conditions, and to do so cost-effectively. Remploy has some 11,000 employees, of whom over 8,500 are severely disabled, in 21 different physical and mental categories. It is currently still expanding.

There are 94 production units from Aberdeen to Penzance and over 150 products and services, including Bookbinding, Furniture, Knitwear, Orthopaedic Appliances, Carts and Boxes, Assembly Work and Protective Clothing. Last year's sales of £50m showed an increase of 18% over the previous year, obtained in fully competitive conditions.

## FINANCE DIRECTOR

The Company now seeks a Finance & Planning Director who will be appointed to the Board by the Secretary of State for Employment as part of a team of six Executive Directors responsible to the Managing Director. He/she will be directly responsible for a central team of some eighty people, including internal audit, management services and data processing (an ambitious computer project is in the course of implementation), as well as finance, and will have functional responsibility for financial operations throughout the Company. It is essential that we have a man or woman with wide financial experience in manufacturing

industry. He/she is likely to be an F.C.A. and the preferred age range is 45-55. It is important that he/she can contribute to the wider issues of the direction of the Company and he/she may be asked to undertake other duties outside the finance function from time to time.

The salary will be within the range £21,470 — £27,760. There is a contributory pension scheme and a Company car. The job is based at Crickwood in North London but involves considerable travelling within the U.K. Please reply enclosing detailed c.v. to: St. James's Corporate Consulting, Box 839, St. James's House, 4/7 Red Lion Court, Fleet Street, London EC4A 3EB.

## Financial Controller

(Director Designate)

BATHROOM FASHIONS

London (North) c.£15,000 + car

A private British group of companies is part of a larger international group. They design, manufacture and market co-ordinated bathroom accessories.

Their new Financial Controller, aged 30-40, will be a qualified accountant with commercial experience to administer the accounts and, more important, interpret the figures to the management team of which he/she will be an invaluable member.

Prospects are excellent in this flourishing firm which is small but highly autonomous and profitable.

Please write in complete confidence to A. Higson quoting H.1775.

Higson Ping Ltd./Executive Recruitment Consultants.  
110 Jermyn Street, London SW1Y 6HB.  
Telephone: 01-930 4196 (24 hour answering service).

**HIGSON PING**

## ACCOUNTANCY APPOINTMENTS

appear every

THURSDAY

RATE £34.50

per single column

centimetre

## Assistant to EUROPEAN FINANCIAL CONTROLLER

c.£15,000 + Car

A challenging appointment within the European HO in West London of a leading US Multinational, which is occasioned by promotion within a proven Management Development Programme.

As a graduate Chartered Accountant, under 30, you will benefit from a constant liaison with Senior Management on major profit improvement investigations resulting from enhanced standards of reporting and control. The role will provide significant travel in Europe and periods of secondment.

To learn more, contact BILL CURTEIS BA or VALDEK CEGLOWSKI MA on 01-242 6321 quoting reference 7377, or forward your CV to them at 75 Grays Inn Road, London WC1X 8US

**Personnel Resources**

## FINANCIAL ANALYST

Business Graduate or Accountant (Inter/Finalist) with strong personality, required by Multi-National Group (Electronics) to become Financial Analyst U.K.

This is an excellent Career Opportunity based at the Head Office in Berkshire.

Please write with C.V. to:-  
Acheson Campbell Talisman & Co.,  
21, Greenhaven, Yateley, Camberley, Surrey.

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The one who stands out

## CHIEF ACCOUNTANT

c. £15,000 + Company Car

We are a firm of expanding International Insurance Brokers based near London Bridge, and are currently seeking to recruit an experienced Chief Accountant. The successful applicant must have had several years Accounts experience which will qualify him/her to manage, on a day-to-day basis, a large Accounting staff within a Lloyd's Broker. A formal accountancy qualification would be an advantage but a prime responsibility lies in the area of staff management. The job, therefore, requires an individual with considerable managerial ability and in addition, competent insurance accounting skills are required, together with the ability to work under pressure in order to meet tight deadlines.

If you are interested, please write with a full CV, to:  
Box A8428, Financial Times  
10 Cannon Street, London EC4P 4BY

## APPOINTMENTS WANTED

### ASIAN CHARTERED ACCOUNTANT (37)

with professional practice experience wishes to hear of interesting position. Available part time for small/medium size company based in London or Midlands. Investment possible.

Write Box A8431, Financial Times  
10 Cannon Street, London EC4P 4BY

مركز استشارات



# THE MANAGEMENT PAGE: Marketing

EDITED BY CHRISTOPHER LORENZ

POSTER advertising might have been invented for Japan. It shows the richness of whimsy and surrealism that lurk at national characteristics to be portrayed in an engaging commercial context, yet can be easily regulated. It can run riot in urban areas where the plethora of messages that assault you in this most congested of countries reflects the vitality of the society and it can be quietly and thoughtfully forbidden when the countryside takes over and Maxamun is left behind.

## Poster advertising in Japan

# A taste for whimsy and surrealism

Hilary McLaine describes how Western techniques have been superseded by home-grown styles



Toyota's Celica car promotion and an in-store poster at Seibu, one of Japan's major department store groups

The rapid and inevitable growth of Japan's road and rail networks created a ready-made boom for the poster industry and one of which the advertising industry is ready to take full advantage. Using a combination of any three railway lines (Japan's network comprises a national system, many private lines and subways), in one week a poster advertiser can reach half the adult population of the country. A poster in Tokyo's Shinjuku terminus alone reaches 2.5m commuters every day.

## Entertainer

The cultural respectability of advertising in Japan has reached far higher proportions than in the West: the creative director stands alongside musicians and actors as a worthy entertainer and is to be found on the roster of TV chat show guests.

The posters illustrated demonstrate how differently the medium is handled. Japan's cultural heritage, deeply entwined with the complexity of language and its ambiguities, have formed traditions in advertising very alien to the West. The more hard sell and obvious techniques of Western advertising which the Japanese copied two and three decades ago have long since been supplanted with home-grown styles and characteristics. The power of the message lies in what you don't say. So the posters, advertising a car and a department store perhaps need some explanation.

The launch of Toyota's new look Celica car has been one of this year's most successful poster campaigns and is the work of Dentsu, one of the largest agencies in the world. Grace Jones, the black model and singer, was the inspiration for the campaign, according to its art director, Hideyuki Fujii. "I see her as a symbol

of power and beauty," he says. The fact that the agency was able to sell the idea to the client is in itself surprising, judged by Western styles of motor advertising, but Fujiwara adds: "Most of the Toyota people didn't know who she was; if they had done then maybe they would have thought differently. The technical division especially liked her—they like innovation!"

Poster art like this is in the vanguard of Japan's new wave of graphic energy and is being applied to a growing number of product categories. In the last decade during which the power of posters has been "rediscovered," department stores, especially the dynamic Seibu group, have led the way in avant-garde poster promotion. Their style and flair for self-promotion have been fresh and exciting, though lately it has been Japan's burgeoning magazine industry that has pushed even further ahead in the world of posters.

This autumn Playboy Weekly was launched with a poster, again from Dentsu, showing a typical Japanese schoolgirl prancing through a men's urinal. The copy refers to "a heart flutter every Wednesday." "A visual scandal" was the desired effect, explains the agency, although it confessed that within the agency the poster was criticised "because the latrine looked too beautiful to be real."

It is important to recognise that the moral codes guiding Japanese society and those which govern advertising restrictions are often in such contrast to those in the West that it is difficult to make value judgments on the effectiveness of the message in the domestic market. Hence, where a new record poster featuring a provocative posture, plus the copy-line "Tonight, from Inoue Yosui—17 centimetres," would offend the more prudish among us, it offers no offence to the Japanese. Yosui's campaign

was prepared for Far Life records by McCann-Erickson Hakuhodo.

It is also recognised that to appeal to that all-important target market of young people with high disposable incomes, advertising must offer much more than the conventional or the beautiful. It must be funny or it must shock.

Competition among the plethora of girls magazines is fierce and gives ample scope for such a brief. In response to the overly sexy campaigns for Penthouse, the monthly Playboy ran a poster of a trendy male model in an off-the-shoulder dress shirt, with the line "Playboy means business."

It is easy to be confused by the use of Western models and indeed the use of English words. They are both part of the overall scheme—to achieve impact and power. Graphically they are two elements which offer a variety of style and bold a certain status. But their use

does not represent an emulation of Western style. As Dentsu confirms: "Themes may look Western but the technique is very Japanese."

The Seibu promotional formula (which relies heavily on gesture) is a good example. One of last year's most famous campaigns featured Woody Allen, the American entertainer, in his first ever product endorsement illustrating the store's theme of "Tasteful Life."

Seibu's extensive use of posters in-store is another interesting development of the medium. The company's director of promotions, Seiichi Minimo explains: "Over the last 10 years and especially in the last two or three, posters have become more powerful. They represent a sub-culture all their own. We have 100,000 shoppers a day in our store, so we see the store itself as a medium. We use posters not only to impart information but to reinforce our philosophy to the consumer."

The kaleidoscope of themes, which change frequently during the year, are echoed strongly in point-of-sale material and floor displays to produce an integrated corporate identity which is registered very strongly with the consumer.

Posters have helped Seibu attain its dominant position as the top-ranking department store, by communicating a spirit of constant innovation and international lifestyle. For instance, a cult has grown up around the advertising for Parco, one of Seibu's subsidiaries.

## Imaginative

Parco is a concessionary retail chain and rents space to a selection of independent "fashion" retailers. It was set up 15 years ago in response to the need for young people to have a meeting place (hence the name, which is Italian for park). Seibu has created an imaginative environment which young people have readily taken to. It has concentrated advertising on creating an "image" for Parco and has been so successful that books of Parco poster ads have become collectors' items.

The poster advertising industry takes its environmental responsibility very seriously and in the country's most beautiful and historically rich areas like Kyoto and Nara, outdoor advertising is strictly controlled. But in the cities and newly spawned communities the canvas will continue to be prized mainly for the exploitation of the medium by Japan's ad-men artists.

## Chrysler's magic wagon

# Pinning hopes on a 'flair for the unexpected'



Chrysler's Voyager seats seven, sleeps three

CHRYSLER calls it the magic wagon. It is no larger than the company's compact K-car range and is only infinitesimally wider. But it seats 7, sleeps 3, is capable of carrying mounds of luggage, and does all this while returning petrol consumption figures well above the U.S. average.

The vehicle in question is the Chrysler Voyager or Dodge Caravan. A new mini-van which will be officially launched in January with a heavy responsibility for promoting Chrysler's message of resurgent innovation. It is aimed at the car market, and, by all accounts, drives like an average saloon. But it has the space of a van, because it is shaped like one, and can be used as a conventional commercial vehicle. Hence Chrysler's choice of advertising motif—a "magic" vehicle which is all things to all men.

This wide-ranging ambition for the mini-van, however, also emphasises a central marketing problem. Chrysler expects the appeal of the model to be so wide that it does not want to target its promotion at any one consumer segment—hence the imprecise magic van theme in its advertising.

Chrysler market research suggests that there are potential sales for the vehicle in the range of 500,000 a year against the more traditional outgrowth of 300,000. But it concedes that it does not know exactly where the demand will come from.

One of the reasons why the base platform of the vehicles was kept low was to help women, traditionally antagonistic to vans. Beyond that, however, it is looking at an extremely variegated bunch of prospective buyers, from a large family that would prefer it to an estate, to a converted saloon owner who wants more room, or a small shopkeeper who would like to use it partly for business.

The concept of such a vehicle has been tossed around by par-marketing departments and engineers for many years, spawning models like the familiar old Volkswagen Dormobile and Toyota's small van, the Space Cruiser. Designers have been toying increasingly with the idea of building vehicles upwards to create space rather than expanding the floor area.

But the attempts up to now have yielded what are unmistakably converted vans, with heavier handling characteristics, larger dimensions, and all the difficulties of clambering into and out of vehicles with a relatively high floor.

By creating the mini-van, Chrysler believes that it has overcome these problems: the Voyager, it claims, is a revolutionary hybrid which can be used equally well by commercial or private car owners. The key to this dual purpose lies in the management's decision back in the late 1970s to become, as it puts it, a front wheel drive company. In those days Chrysler was on the point of financial collapse. But the mini-van was given the go-ahead more or less at the same time, shortly after Lee Iacocca's arrival as chairman galvanised the company into action.

Iacocca, a marketing man with a flair for the unexpected, had previously pursued similar model plans at Ford. But these ideas had never gone beyond the drawing board, because the engines at that time took up too much space and it was never possible to get the floor base low enough. Chrysler, however, had already gone a long way down the road towards front wheel drive. The designers decided they could push a transverse engine well forward, thus creating space behind, and allow the floor pan to be lowered as the rear-wheel drive train disappeared.

It was a simple enough idea, but a very difficult decision to make as the company was living from day to day in the shadow of the financial pulchritude. To make the vehicle, Chrysler had

to invest \$600m in stripping out and redesigning an assembly plant, to say nothing of developmental costs. Nor was it clear at that time—and it is not clear now—whether the market really existed. But Iacocca and Harold Sperlich, president of the North American auto division, and another ex-Ford man, plunged ahead on the grounds that the vehicle represented the sort of dramatic departure from accepted norms that would help it project a dynamic new image.

"It does more than just give us extra volume," says Bud Liebler, Chrysler-Plymouth general marketing manager. "It continues to develop our image as an innovator."

The Voyager is important to the company in one other respect, Chrysler is banking on the unusual vehicle pulling people into its showrooms—some for the first time. Ford and General Motors both have similar products on the stocks, but these vehicles are not expected to be ready for about a year; meanwhile, Chrysler will have public curiosity all to itself.

Chrysler is aware that what will essentially be a new segment of the market may well hurt sales of some of the group's own cars. But one small comfort in being the laggard in the market place is that its competitors stand to suffer most from any new idea. Chrysler, with only 12.4 per cent of the total U.S. market at present, really has very little to lose in posing this new challenge to the marketing machines over at Ford and GM.

Terry Dodsworth

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In accordance with the terms and conditions of the Notes notice is hereby given that for the 6th Interest Period from December 30, 1983 to March 30, 1984 the Notes will carry an Interest Rate of 10 1/2% per annum.

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Presented to the attention of the Shareholders, notice is hereby given that during the two-month period following the meeting of the Shareholders ending on December 28, 1983, a dividend amount of 100 Swedish Kronor per share will be paid to the Shareholders.

The dividend is payable on December 28, 1983, at the office of the Registrar of Companies, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918, 919, 920, 921, 922, 923, 924, 925, 926, 927, 928, 929, 930, 931, 932, 933, 934, 935, 936, 937, 938, 939, 940, 941, 942, 943, 944, 945, 946, 947, 948, 949, 950, 951, 952, 953, 954, 955, 956, 957, 958, 959, 960, 961, 962, 963, 964, 965, 966, 967, 968, 969, 970, 971, 972, 973, 974, 975, 976, 977, 978, 979, 980, 981, 982, 983, 984, 985, 986, 987, 988, 989, 990, 991, 992, 993, 994, 995, 996, 997, 998, 999, 1000.

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LESLIE R. CRAPP, Liquidator.  
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Thursday January 5 1983

Staying on in Beirut

THE U.S., France, Italy and Britain—the four contributors to the multinational peace-keeping force in Beirut—are facing in varying degrees a rising tide of domestic criticism to the continued presence of their troops in Lebanon. The demands for withdrawal have been particularly vociferous in the U.S. where the onset of a Presidential election year is concentrating attention on the more vulnerable aspects of Mr Reagan's foreign policy.

The 350 deaths already suffered by the multinational force are not easily justifiable in terms of progress towards a long-term solution to Lebanon's problems. Neither is it easy to argue that the immediate prospects are much brighter. But the four governments' unanimous desire to pull out of Lebanon is tempered by the need to do so with some honour and without provoking worse killing and greater civilian suffering than before they arrived.

The multinational force was deployed in part to protect the civilian population in the wake of the massacre of Palestinians in the refugee camps at Sabra and Chatilla.

When the French contingent suddenly evacuated two positions near the refugee camps just before Christmas, an estimated 50 people died in three days of fierce fighting between the Lebanese army and Shia Muslim militias.

Lebanon abhors vacuums, and if the Western governments involved in peacekeeping choose now to create them they must do so mindful of the consequences.

Equally, the European and American troops cannot remain in Beirut for ever, or be reduced to suffering casualties in the sole name of preventing worse atrocities. As the U.S. should have learned from those who tried previously, Lebanon is not susceptible to militarily imposed solutions.

The main thrust of American and European policy in Lebanon must be aimed at achieving some momentum towards a political understanding, while acting militarily only in direct and immediate defence of the peace-keeping forces.

To this end, the four partners should make clear to President Gemayel of Lebanon that there is a limit to the amount of time he can be allowed before demonstrating more clearly his willingness to accept greater power-sharing among the Lebanese communities.

British Shipbuilders as a homogeneous industry. Quite apart from the narrow yards, there should have a secure future. There are wide disparities in size, efficiency and profitability between the various commercial yards. Some are chronic loss-makers, like Scott Lithgow on the Clyde, while others, such as Sunderland Shipbuilders, in the north-east, have improved their performance and have been relatively successful in winning orders.

Equally, there are differences in the impact which the proposed productivity changes would have on different unions in the industry. The boiler-makers, trades, where the management is pressing for full interchangeability, is particularly target for attack and it is this section of the workforce which is most unhappy with Mr Day's proposals.

It would be thought that nationalisation gave unions additional bargaining power, arising from the centralisation of heavy engineering and their ability to bring an entire industry to a standstill. But as the steel workers discovered in 1980 the unions' power is considerably reduced by the market for their industry's products. In both steel and shipbuilding there is serious world over-capacity. In both industries, too, the unions have to contend with a government which has no intention of protecting them from the consequences of their own mistakes; in shipbuilding it is firmly resolved to reduce the level of taxpayer support.

Commercial shipbuilding in Britain is certain to decline in size, but there is no reason to suppose that it will disappear. As yards in other parts of northern Europe have shown, it is possible to compete effectively in sectors of the market, mainly for specialised vessels, against the low-cost shipbuilders of the Far East. Britain's problem is that there is a large productivity gap, not just with the Far East, but with the best yards in Germany, France and Scandinavia. This is the gap which Mr Day is determined to close and there is no practical alternative for the unions but to work with him in creating a more efficient industry.

"My constituency management committee doesn't understand me."

IF J. R. EWING, the arch villain of "Dallas," the TV soap opera, was to announce tomorrow that he was stepping into the fight for Getty Oil, one of the richest oil companies in the U.S., the only person who would probably be surprised would be J.R.'s little brother, Bobby, who as usual would not have been told what was going on.

The battle for control of Getty Oil, which lies at the heart of one of the biggest family fortunes in the world, makes the behind-the-scenes manoeuvrings of TV's mythical Ewing oil family look like child's play. In the best TV traditions, the real-life drama at Getty Oil has been fought out at secret meetings in London's Claridge Hotel in the corridors of one of the world's richest museums and in corporate suites around the world. And it is backed by a supporting cast of lively characters pitted against each other in a deep-seated family feud.

The battle took another surprise turn yesterday, when Gordon Getty, the favourite son of the company's famous founder and reputedly the richest man in America, announced a merger of Getty Oil with Pennzoil, a much smaller company. The deal values Getty at close to \$9bn.

It is well up in the league with other billion dollar transactions in the U.S. oil industry such as Du Pont's \$7.6bn bid for Conoco or U.S. \$4.5bn bid for Marathon Oil, and is the latest, but not necessarily final step, in a bitter boardroom dispute.

The 50-year-old Gordon Getty, a music enthusiast turned businessman, has been struggling for months to wrest management of his father's company away from a board which did not see eye to eye with the wishes of the company's biggest shareholder, the Sarah C. Getty Trust of which he is the sole trustee.

Yesterday's news indicated that Gordon Getty will end up increasing the shares he votes in the company from the present 42 per cent to 57 per cent but Wall Street observers said yesterday that they thought that Pennzoil's chief executive, J. Hugh Liedtke, who was given his first big break in the oil business by the late J. Paul Getty, will be the one really running the business.

Pennzoil, which has a reputation as a much better finder of oil and gas than Getty, will contribute \$2.6bn in cash and Getty's shareholders will be offered \$110 per share. In addition, Getty plans to sell off its recently acquired insurance company for over \$1bn and Getty shareholders will receive an extra sum of at least \$5 per share within five years.

The J. Paul Getty Museum, the second biggest shareholder, is expected to sell its stake in the company leaving Gordon Getty and Pennzoil in control. Following the merger, the two major owners of Getty Oil will "endeavour in good faith to agree upon a plan for re-

structuring Getty Oil on or before December 31, 1984." If they are unable to reach agreement "they will cause a division of assets of the company."

Getty Oil, which ranks among the top half-dozen U.S. oil companies in terms of the size of its domestic reserves, has turned in a lacklustre performance since the death of its legendary founder in 1976. The famous man once said he might be considered a bad boss since "a good boss develops successors."

In another occasion he said, "there is nobody to step into my shoes."

Wall Street has watched the company's unsuccessful efforts to diversify, noted its poor record at finding oil, and concluded that perhaps the old man was right. Getty Oil has long been considered one of the ripest plums in the U.S. oil patch. In 1980 the Kuwaitis offered \$1bn (\$82 per share) for a 15 per cent stake in the company, but were politely rebuffed.

Since then countless other investors have run their slide rules over Getty but have refrained from mounting a takeover attack because majority control was vested in the Sarah C. Getty Trust and the J. Paul Getty Museum, which together control 52 per cent of the Getty shares. Any bidder had to win the support of the two trusts and until very recently neither trust showed any signs of wanting to change the status quo.

The central character in the boardroom drama is undoubtedly Gordon Getty, the favourite son of the late oil man, who has been left in charge of the family fortune, which consists almost entirely of more than \$3bn worth of shares in Getty Oil, entrusted to the Sarah C. Getty Trust.

For many years Gordon did not take a very active interest in the family business, spending

much of his time quietly composing music from his San Francisco home. However, with the death in 1982, of G. Lansing Hays, the family's trusted adviser for the past 50 years, Gordon Getty began to become more heavily involved in the company's affairs and some time last year appears to have concluded that the existing Getty management, many of whom had been hand-picked by his father, were not running the company as well as they should.

Getty managers, led by chairman Sidney Petersen, he-

U.S. OIL INDUSTRY

Getty's billion-dollar surprise

By William Hall in New York



The late Paul Getty, who founded the company, and (from centre to right) Gordon Getty, trustee for the largest shareholder, Harold Williams, trustee for the second largest shareholder, and Sidney Petersen, chairman of Getty Oil.

of the Sarah C. Getty Trust, which he controls, was increased to more than 50 per cent. The company balked at this suggestion, since it did not feel it was right to use company funds to assist Gordon Getty in effectively obtaining majority control of the company.

Throughout the autumn, Gordon Getty continued to suggest ideas ranging from leveraged buyouts to a partial liquidation of the company to Sidney Petersen, the Getty chairman, but with little effect.

By early October, Gordon Getty's patience was fast running out and he turned to the J. Paul Getty Museum for support in a bid to unseat the entire Getty Oil board.

At a hurriedly convened board meeting in Philadelphia on the first Sunday of October (his lawyers say that Gordon Getty, a board member, was unable to attend because he had not been told in time), the Getty board began lining up its defences. One solution which made some sense was to mount a challenge to Gordon Getty's position as sole trustee of the Sarah C. Getty Trust.

Ever since the death of Lansing Hays, who had monopolised the stewardship of the family's affairs, Gordon Getty had been the sole trustee. His father had also nominated Security Pacific National Bank as a trustee, but for its own particular reasons the bank had never taken up the position.

Getty management had already taken soundings among other Getty heirs and found that some of them were becoming concerned at Gordon's actions and wanted to see him joined by a corporate trustee as a safeguard to their interests.

At the same time the Getty board gave the "green light" to a secret plan to issue up to 9m new shares in the event that

they could not reach agreement with Gordon Getty. This would dilute his control over the company, they reasoned.

The following day representatives of the two sides met in secret in London and apparently agreed to a deal whereby the Sarah C. Getty Trust would increase its stake to over 50 per cent in return for appropriate safeguards for minority shareholders.

Mr Getty rejected the agreement the next day, according to the company's version of events, and instead put a deal to the Getty Museum which involved sacking the existing Getty board and replacing it with their own men.

This time it was the turn of the museum, headed by Harold Williams, a former chairman of the Securities and Exchange Commission, to reject Mr Getty's plan. Conscious of the museum's own pivotal role in the company, Williams proposed a one-year standstill agreement to let tempers subside on both sides.

On October 19 the company and its two biggest shareholders agreed to Mr Williams' plan. At the same time, Mr Williams was given a seat on the board, where he joined Harold Berg, the former Getty oil chairman and trustee of the museum, and Gordon Getty.

For the next few weeks the row between Mr Getty and the management of Getty Oil, the "hired hands" as one Getty lawyer referred to them, appeared to cool. But it suddenly broke into the open again in mid-November when Mr Getty's brother, Eugene Paul Getty, who lives the life of a recluse in London, began legal proceedings to get another corporate trustee, Bank of America, appointed to the Sarah C. Getty Trust.

Gordon Getty's lawyers suspected management was behind the move and their suspicions appeared to be confirmed when Getty Oil added its weight to Eugene's legal action by intervening in support.

The short-lived truce, which had begun with the standstill agreement, had been well and truly broken. Gordon Getty, Harold Williams and the new Getty Oil trustees, appointed as a result of the agreement, immediately requested a board meeting to force Getty Oil to drop its legal action. This was refused.

Shortly afterwards, the Sarah C. Getty Trust and the Getty Museum announced that they had changed the company's bye laws to give them broad power to veto management decisions.

For just over a fortnight Getty Oil chairman, Sidney Petersen, stood his ground but a couple of days before Christmas he announced that the oil company was dropping its legal action in support of the appointment of another corporate trustee to the Sarah C. Getty Trust. Now the whole future of Getty Oil's most senior management must be in the melting pot.

The central character in the drama is Gordon Getty, who has been left in charge of the family fortune

leaves that the company's long-term interests are best served by diversifying and they have refrained from mounting a takeover attack because majority control was vested in the Sarah C. Getty Trust and the J. Paul Getty Museum, which together control 52 per cent of the Getty shares. Any bidder had to win the support of the two trusts and until very recently neither trust showed any signs of wanting to change the status quo.

The bitter behind-the-scenes row between Gordon Getty and the Getty Oil management first surfaced publicly last October when the company announced that it had reached a one-year "standstill" agreement with its two biggest shareholders, the Sarah C. Getty Trust, which controls 31.5m of Getty Oil's 79.1m shares, and the J. Paul Getty Museum, one of the most heavily endowed art museums in the U.S. (courtesy of the

of the Sarah C. Getty Trust, had been bombarding the Getty Oil management with suggestions about how it could enhance the value of Getty shares which had slipped as low as \$33 at one stage, a far cry from the \$82 per share the Kuwaitis had offered in July 1980.

Responding to Gordon Getty's prodding, the company hired Goldman Sachs, the U.S. investment bank, to advise it on how to maximise the value of its shares. One of its suggestions was that the company begin buying back its shares, a fairly common ploy whereby cash-rich U.S. oil companies can boost their share price for the benefit of shareholders.

Gordon Getty was immediately attracted to the idea and last July proposed to the company that it purchase enough of its shares so that the effective stake

The future of shipbuilding

THERE SEEMED a chance last night that the national shipbuilding strike planned to start tomorrow would be called off. The management of British Shipbuilders has consistently argued that the effect of a strike will be to accelerate closures of capacity which are in any case inevitable. It is also possible that the impact of a strike on customer confidence will bring about a larger contraction in British Shipbuilders than would be necessary if management and unions set to work immediately on making the business as efficient as possible.

Clear mandate

If union leaders think that by striking they will cause the Government to change its policy towards the industry, they have learnt nothing from the events of the past four years—not least the steel strike of 1980. Since the Thatcher Government came to power in 1979, BS has received £840m from the taxpayer. Heavy losses are continuing on the commercial side of the industry; it is quite clear that, on any realistic view of the UK's share of the world market, capacity is far too large. The present Government has a firm policy towards the industry, which is to reduce the burden on the taxpayer, and it has given Mr Graham Day, the chairman, a clear mandate to carry it out.

Since taking up his post in September, Mr Day has sought to instil a sense of realism on costs and efficiency, and, in particular, to negotiate the removal of the restrictive practices and demarcation rules which have bedevilled the industry for years. A far-reaching productivity agreement was agreed by national union leaders at the beginning of November, but rejected a few weeks later by shipyard delegates, who felt they were being asked to concede too much too quickly; they wanted a more leisurely approach to change.

How far this attitude reflected the carefully considered views of the workforce as a whole may be doubted; in any case the full implications of what is being proposed have not been adequately explained. It is, in any case, misleading to think of

British Shipbuilders as a homogeneous industry. Quite apart from the narrow yards, there should have a secure future. There are wide disparities in size, efficiency and profitability between the various commercial yards. Some are chronic loss-makers, like Scott Lithgow on the Clyde, while others, such as Sunderland Shipbuilders, in the north-east, have improved their performance and have been relatively successful in winning orders.

Equally, there are differences in the impact which the proposed productivity changes would have on different unions in the industry. The boiler-makers, trades, where the management is pressing for full interchangeability, is particularly target for attack and it is this section of the workforce which is most unhappy with Mr Day's proposals.

It would be thought that nationalisation gave unions additional bargaining power, arising from the centralisation of heavy engineering and their ability to bring an entire industry to a standstill. But as the steel workers discovered in 1980 the unions' power is considerably reduced by the market for their industry's products. In both steel and shipbuilding there is serious world over-capacity. In both industries, too, the unions have to contend with a government which has no intention of protecting them from the consequences of their own mistakes; in shipbuilding it is firmly resolved to reduce the level of taxpayer support.

Commercial shipbuilding in Britain is certain to decline in size, but there is no reason to suppose that it will disappear. As yards in other parts of northern Europe have shown, it is possible to compete effectively in sectors of the market, mainly for specialised vessels, against the low-cost shipbuilders of the Far East. Britain's problem is that there is a large productivity gap, not just with the Far East, but with the best yards in Germany, France and Scandinavia. This is the gap which Mr Day is determined to close and there is no practical alternative for the unions but to work with him in creating a more efficient industry.

Men & Matters

Davies departs

A six pence jump in the share price of London Trust to 80p yesterday looked like a bit of a back-handed compliment to chairman Edward Davies, who has announced that he is resigning at the end of March.

Deputy chairman Ernest Bigland is to step into his shoes. It is not yet known whether 55-year-old Davies, who for a time was Governor of the giant Globe Investment Trust and sits on a number of other boards, will remain a director of London Trust.

A darling of the investment trust sector in the 1970s, the Hon Teddy's flamboyant style and have but unfashionable enthusiasm for unquoted companies subsequently rebounded on him as a number of investments went sour and London Trust's stock market rating deteriorated.

Just over a year ago, Davies relinquished his executive responsibilities" and is former Trafalgar House pension fund manager Henry Berens came in

to take over the day-to-day running of the portfolio. Berens has been labouring hard to tidy things up and has enjoyed several successes over the year (see public listings) as well as putting six companies under either receivership or liquidation.

The excitement in the market, however, stems from the news that Mr Davies, along with his stablemate Riva and Mercantile, has decided to end his long-standing relationship with Rivermoor Management Services and is negotiating a new investment contract with a so far unidentified party.

Henderson Administration, merchant bankers Hill Samuel, and John Govett have all been mentioned as possible partners—and cursory discussions are believed to have been held with Robert Fleming. But the increasingly international character of the financial services sector means an overseas outfit cannot be ruled out.

Seconds out

Malcolm Thornton, Tory MP for Grosby and parliamentary dog-brother for Patrick Jenkin, sallies forth today in search of some (any?) support for the embattled Environment Secretary. The dutiful Thornton will propose, in a debate at the Merseyside Chamber of Commerce and Industry, that the chamber supports the plans to abolish Merseyside County Council. The motion will be opposed by Keva Coombes, leader of the council's controlling Labour group.

At the seconds? "Not necessary," says Keith Robinson, the chamber's director, dismissively. Well, actually, one Tory EUP MP wanted to second Coombes' opposition—but nobody of any standing could be found to second Thornton's case. Neville Goldstein, leader of the council's Tories, and his group, are opposed to the abol-

Men & Matters

Kirk's catch

Kent Kirk, the Danish trawler skipper whose arrest in Britain caught the headlines a year ago, looks certain to be elected to the Danish Parliament in the end of next month. If he wins, he plans to use the British Government for DKr 750,000 (about £53,000), the estimated cost of last winter's North Sea crossing and his legal bills.

Kirk is obviously finding his political handicap than that of another of Tuesday's election candidates, Mogens Glistrup, founder and titular leader of the anti-tax Progress Party.

Glistrup, a 57-year-old former lawyer, is currently serving a three-year jail sentence for tax fraud. He was expelled from the Folketing last summer, immediately after the High Court had rejected his appeal.

Denmark's progressive penal system allows its convicts more contact with the outside world

Smoke cloud

Any takeover generates a certain anxiety among the staff of the target company, no matter how remote they may be from the front line. So it is with BAT's apparently successful bid for Eagle Star.

Out at Tring, in Hertfordshire, Champneys' health resort—owned by Eagle Star subsidiary, Groswood Securities—is wondering what attitude BAT will adopt towards its five-day anti-smoking sessions.

The Tuesday-Saturday courses, devoted to helping people to give up the weed on which BAT's fortunes are founded, have been an integral part of Champneys' health treatments for some time. Run on a "no-cure-no-fee" basis, the courses have so far yielded a 75 per cent success rate.

It will be interesting to see how BAT resolves this conflict of interests.

Stop-gap

"God Will Provide," declares a poster outside a South Wales chapel. Below it has been added the pencilled advice: "But go to Social Security while you're waiting."

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ECONOMIC VIEWPOINT

The future hasn't yet happened

By Samuel Brittan



Stanley Jevons (1836-82)

His coal alarm is an awful warning about fashionable long-term doom mongering

ONE NOBEL-PRIZE winning economist, now in his eighties, claims that he cannot recall any economist making a fortune—or even a living—out of forecasting the future, although he would think of many who had done very well by selling their forecasts.

Keynes is often thought to be the exception, but this is doubtful. Keynes's successful speculations were made in the commodity markets, on which he claimed no special expertise. His most disastrous ventures, from which he had to be rescued by his father in the 1920s, were in the foreign exchange markets of the 1930s. So we can say that he was a lifelong student. The most important thing to say about the future is that it has not yet happened; and the next most important thing is that it can be influenced by human action. It can also be influenced by new knowledge, which by definition we do not have, and the implications of which we do not know.

The only data we have relates to the past. This applies to the natural sciences too. But the astronomer is dealing with regularities which have no simple parallel in human affairs. The study of both recent and more remote trends can point to some of the main forces at work in the remainder of the century, some of the dangers and opportunities, but by no means all; and I doubt if the resulting studies should be dignified with the word forecast.

An awful warning about the dangers of the fashionable long-term doom mongering that is now so prevalent, was provided more than a century ago by a study of "The Coal Question" by the famous economist Stanley Jevons, published in 1865.

His thesis was that the British economy was dependent on coal, and he predicted that fuel would multiply at a growing rate. This need would come up against the increasing difficulty of extracting coal. Being a good economist, Jevons was more sophisticated than the

more recent ecologist doomsters of the Club of Rome variety. He was careful not to talk of absolute physical limits; but the need to mine to greater and greater depths would "greatly enhance the price of coal. It is by this rise that gradual exhaustion will be manifested." He predicted that the average depth of mines would be 4,000 feet; and the costs of the fuel would soar. Jevons investigated and rejected the view that Britain could either depend on coal imports or on petroleum. The "natural supply of petroleum," he believed, was far more limited than that of coal. Indeed the main source of new petroleum was thought to be distillation from coal itself, "an aggravation of the drain rather than a remedy."

His conclusion was that the rising cost of coal would first check the growth of prosperity and eventually reduce the population. "Emigration may relieve it, and by exciting increased trade tend to keep up our progress; but after a time we must either sink down into poverty, adopting wholly new habits, or else witness a constant annual exodus of the youth of the country." He stated the vision of a New Zealander a century hence looking down from London Bridge on the ruins of a city. He warned that the image was an exaggeration of the danger of his message. But the image stuck.

Jevons' warnings, backed by the thundering of physical scientists such as Prof Tyndal, attracted the attention of Gladstone and were commended by John Stuart Mill. The episode is recalled, not to mock Jevons who, so far from being a fool, was one of the most distinguished economists of his age. The superiority of Jevons over recent doomsters appears from his discussion of remedies. He rejected both physical controls on the use of coal and the seemingly more attractive alternative of a coal tax as undesirable as well as impracticable. He was extremely suspicious of gimmicky solutions (in which category he unfortunately put petroleum).

The one semi-technical proposal he made was to reduce the coal tax as far as possible. He did not explain in detail how exactly this would help. But what he had in mind was an increase in private capital formation, some check to con-

sumption and a larger net egg to fall back on when the dreaded coal crisis arrived.

But all this was damage limitation. Jevons thought it inevitable that national prosperity would soon reach a peak and then decline. His main emphasis was on measures of social amelioration as "we must do today what we cannot do so well tomorrow." He wanted general education for the masses, and above all restrictions on child labour, and he championed the rights of children against parents who insisted on having their earnings as soon as possible.

The distinguishing feature of Jevons' proposals is that they made some sense in their day in their own right, and their value did not disappear because energy demand did not grow as he feared and coal substitutes arose. This is in contrast to present doomsters who would

a certain point of the temperature of water in a kettle will, granted certain other conditions—for example a given atmospheric pressure—lead to a state that we know as "boiling." But they cannot tell us whether the required conditions will be fulfilled.

Historical prophecies are unconditional scientific predictions. They can be derived from valid scientific theories if, and only if, they can be combined with correct assertions that the required conditions are in fact fulfilled. The requirements for successful long-term prophecies can be fulfilled only for systems that are "well isolated, stationary and recurrent." This happens to be approximately true of the solar system, which is why predictions of events such as eclipses of the sun are possible many years ahead. But contrary to popular belief such systems are not typical even of the physical world; and certainly not of the rapidly changing society of human beings.

Sir Peter Medawar, the Nobel prize medical scientist, has pointed out how much more difficult economic and social forecasts are even than weather forecasts. Meteorological prediction rests on qualities such as inches of rainfall or wind speed, which are readily quantifiable. It does not depend on variables such as degrees of confidence or consumer fashion. Secondly the basic functional relationships, linking wind, atmospheric pressure and so on to rainfall and temperature are much more straightforward than, say, relations between money and income or prices, as the latest Friedman-Hendry controversy testifies. Thirdly the weather is not affected by the forecasts made; and finally meteorologists have a far larger historical database, as the weather has changed much less than political, social and economic conditions.

The great value of Orwell's book is that it was not a forecast, but an essay on some of the trends he found most disturbing in his own times, some of which are still with us. Inevitably each person will draw a different "message" from the book. The points that have stuck most in my mind over the years are three:—

● The great danger that in opposing Communism or some other external threat Western countries acquire the total-

itarian and militaristic characteristics of the societies to which they are supposed to be opposed. This was a pretty shrewd worry in a book written before McCarthyism really began, and the renaming of Britain as "Airstrip One" has a disturbing resonance today.

● The observation that totalitarian regimes often combine highly developed technology in surveillance and military matters with very primitive and shabby conditions elsewhere. This was far more realistic than Huxley's antisepic Brave New World where people were nourished on happiness pills.

● Third and most important, the threat of the language known as "Newspeak" is still with us. Orwell's Appendix on the subject is as fresh as ever and should be read in full. If the aim of making heretical thought literally unthinkable is still some way from fulfilment, "the reduction of vocabulary as an end in itself" has many advocates. If anything in Orwell was prophetic it was the obliteration of distinctions between parts of speech, for instance in the hideous current habit of using "rubbish" as a verb.

To speak disparagingly of such practices may itself be regarded as a form of "crimethink" or perhaps "old-think." A favoured word in the new language is "prolefeed" meaning "the rubbishy entertainment and spurious news which the Party hands out to the masses." The Declaration of Independence cannot be translated into Newspeak except by the word "crimethink."

The Newspeak ideal is to spray forth correct opinions "as automatically as a machine gun spraying forth bullets"; and the texture of Newspeak words "with their harsh sound and a certain willful ugliness in the spirit of Ingosc" assists further. The eventual aim is to make articulate speech "issue from the larynx without involving the higher centres of the brain at all." This is called "duckspeak"; and you only have to go to a party conference, union or professional interest group meeting to hear a sample. Much of the output of the new "information technology" promises to be the purest "duckspeak." But before we smile too much, let us beware how much we may already be quacking ourselves.

Lombard Holiday relief

By Anthony Harris

The following dispatch has been sent to us, in somewhat mangled condition, by a mole in the office of one of our American contemporaries. Our contact explains that he found it impaled on a spike in the Financial Editor's office, and feels that important news is being suppressed. Our own researches into its authorship shows that the writer is normally a specialist in international debt and banking questions.

Grave concern was being expressed among Wall Street investment bankers today at the news that the U.S. Treasury, a major borrower, is to seek the rescheduling of no less than \$45bn of debt falling due in the coming year.

Although the investment community is maintaining an unruffled public front, as is normal in the face of any major debt crisis, claiming that "the system is well equipped to handle roll-overs of this kind," analysts conceded privately that the sum involved—more than the entire exposure of the financial system in Argentina, for example—could well impose strains.

A spokesman for Salomon Brothers, a leading specialist in U.S. Treasury debt, conceded: "The operation may well involve a sharp rise in interest rates in the foreseeable future."

Alarming

(Such increases are commonly imposed where borrowers might otherwise have to be classified as non-performing, to compensate lenders for enhanced risk.) Others stated views which investors might well regard as alarming. The extreme case was stated by a spokesman for Citicorp: "We see no end to this process. There is frankly no prospect of all of this debt ever being repaid."

A U.S. Treasury official on relief duty conceded this point, and added: "It is not widely

understood that we are disadvantaged in the credit market when competing with other borrowers. They can claim tax reliefs against their interest charges; but we don't pay tax. We collect it. This means not only that the real rate of interest is much higher for us than for others. It also means that, if our competitors borrow more, our income is likely to fall further short of expenditures."

Anxious

Another official cut in at this point, however, to say that Treasury Secretary Donald Regan had stated in London recently that the Treasury's borrowing needs would indeed be cut, though he did not expect any actual decisions before 1985.

(It is not known of this point whether Mr Regan will be Treasury Secretary in 1985.)

It does not seem likely that these undertakings will be enough to satisfy some foreign participants in the market. Although none actually threatened to call the U.S. Treasury in default, which would precipitate a major legal and banking crisis, they seemed anxious to drop out.

As a German bank director, interviewed during a seasonal party, explained: "You Americans must put your house in order; but that is not what I see when I look around me. You behave as if the party could go on for ever; but tomorrow there is the hangover, no?"

In other recent rescheduling episodes, international support has been assured through negotiations orchestrated by central banks and international bodies. However, a spokesman for the IMF (International Monetary Fund) declined to comment last night when asked if a similar exercise was being mounted in support of the U.S. rescheduling.

Editor's note: Our copy of this dispatch is not only crumpled but disfigured in red chalk with the words: "The U.S. Treasury can print dollars, dummy! Get back to your desk."

Letters to the Editor

The in-ground value of oil is reckoned in cents

From Mr. M. Adelman. Sir,—In the Financial Times of November 30 Mr Robert Mahro argues that the oil-exporting nations are in an extreme emergency, because the world oil price is in great danger. "The reason is simple. The current price of oil is a very high multiple of the variable costs of production." In the recent past, a look over the side of the cliff has concentrated Organisation of Petroleum Exporting Countries' minds wonderfully. I think it will gain. Of course, one cannot ever be sure, so Mr Mahro is right and he is wrong. But his argument is so narrow as to be erroneous. The current price of oil is a very high multiple of total costs of OPEC oil, including the present discount, the price is somewhere used up in production, particularly the in-ground capital assets: oil reserves. No rational owner will sell off assets for less than the present value of what it would cost to replace them. There would be no price problem or danger if these two types of capital cost were not extremely small, in relation to price. If the assets are so much

greater than needed for efficient production that they need not be replaced until far into the future, then their present value is small. In 1970, the price, then about \$3 in 1983 dollars, was under some mild pressure. Reserves were so large, and could be expanded so cheaply, that their present value was a very low multiple of price. Today, those reserves are larger than a decade ago, but are being depleted much more slowly. In all the big cartel countries, including now Mexico, drilling is at low levels because nobody wants new reserves when the old ones are so excessive. Of the 50 known Saudi fields, 15 are operated. The in-ground value of oil is reckoned in cents not dollars. In industries ruled by competition, the price is somewhere in the neighbourhood of marginal cost, including the value of capital consumed. ("Variable cost" is often used to mean marginal cost, but this is only confusion.) Or, what comes to the same thing, a price decline forces production cutbacks as high-cost output becomes unprofitable. Thus a price decline has a built-in brake and then a stop.

But when prices are "a very high multiple" of costs, price can go a long way down before the cutbacks begin. Hence the danger of a crash.

If the current oil price were really explained by impending scarcity, by consumption making reserves dwindle, by ever-fewer exporters in the near future, etc., etc., then the expected future prices would be higher than the current prices. Rational owners would not sell off today at less than current prices. The market would be stable. No joint action by any nation would be necessary to maintain the current price.

The market instability, the eagerness of producers to sell more than their quotas, and Mr Mahro's well-founded alarm, prove that prices are many times total cost. The cartel nations must control production, because only their restraint keeps prices where they are today.

M. A. Adelman (Economics Department and Energy Laboratory), Massachusetts Cambridge, Institute of Technology, Mass., 02139, U.S.A.

Printed in Hong Kong

From Mr N. Foith. Sir,—The increasing importance of Marks and Spencer to the British economy, as outlined in Arthur Sandler's article (December 23) is bad news for Britain's printers. Contrary to the firm's frequently-proclaimed policy of "buying British", wherever possible, most of its larger and glossier books are printed in Hong Kong. Whatever the shortcomings of the British printing industry, they are surely not incapable of supplying M and S—and might even benefit if they were forced to comply with the firm's stringent quality requirements. Nicholas Faith, Monor Form, Bleichingdon, Oxfordshire.

A two-partner firm closes

From Mr B. Raven. Sir,—With reference to the item (December 23) stating that Merriman and Co would cease trading on January 9 and that this stems from an inquiry by the City of London Police, I must firstly confirm that all outstanding bargains will be completed with. At the same time I would welcome the opportunity of stating the correct facts from which the closure really stems. My senior partner, Mr John Greenhalgh, attains the age of 65 years on October 25 1984, which true date would have been that of his normal retirement. Over two years ago, therefore, it was decided that his date of retirement from the firm would be April 5 1984, since that would be the end of the firm's financial year immediately preceding his 65th birthday. Subsequently our accountant advised that it would be preferable to make the official date of cessation early in January 1984, thus leaving two or three months' time in which to finalise all outstanding matters before April 5. It was always my intention to continue the practice, but the uncertainty for the future of small two-partner firms such as Merriman and Co in relation to the changes now taking place in the whole structure of the Stock Exchange finally brought about my reluctant decision not to carry on the firm. I must emphasise that this decision was in no way whatsoever brought about by the police inquiry referred to in your report of December 23. B. J. Raven, Merriman and Co, 19, St John's Street, Chichester, Sussex.

Newspeak and the New Year

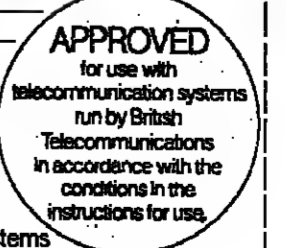
From Mr R. Bonwit. Sir,—We are indeed to accept Professor Crick's reading of "1984" (December 31) as a satire on contemporary 1984 Britain rather than as a prophecy of doom it will be of some help to compare the centre of the satire with Orwell's real experience of working within a bureaucracy. During much of the war, Eric Blair was a toiler in the Eastern section of the BBC Overseas Services. Those who worked in the (only moderately converted) premises of a fashion store will recognise the canteen of the Ministry of Love at 300 Oxford Street. Most of the cubicles serving as offices were divided off by partitions not much higher than a tall person and the blending of claustrophobia with a denial of privacy is well portrayed in the book. The war-time External Services of the BBC allegedly devoted to the task of "Nation shall speak unto nation" (possibly the inspiration for the title of the 1984 Ministry) were the abode of much talent in the fields of literature and philosophy who found themselves in frequent controversy with the Broadcasting House

"machine"—as they called the pre-war BBC bureaucracy—trying to assert an uncertain control over this unruly band of brothers (not with a capital B). Eventually they provided the staff for the broadminded BBC hierarchy of the 1950s and 1960s but many of their temporary creative staff reverted before or after the end of the war to academic, literary or publishing life. What those working in this section were greatly concerned with was the maintenance of a standard of absolute truthfulness in their output against pressure from various Government—especially from ad hoc semi-amateur—departments. Orwell's concern with compulsory distortion of the truth, even in its satirical form, is thus easily comprehended. So is his stress on peculiar personnel policies, indeed one of the more prophetic aspects of his book. Sidney Weighell is a very recent case of someone superseded in office becoming a non-person, judged by the avoidance of any reference to him in the publications and speeches emanating from the union once powerfully led by him. I believe it was Orwell who said that the difference between an Allied or a Hitlerite victory in the war would be that in the latter case a true history of the war would never be written.

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# FINANCIAL TIMES

Thursday January 5 1984

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## How a straight ruler put the French right in a bad light

BY DAVID HOUSEGO IN PARIS

M PIERRE MAUROU, the French Prime Minister, is said to have laughed aloud when he read it over Christmas. So will a great many other Frenchmen, seeing it in yesterday's edition of the Paris newspaper Liberation, where it was published in full, or in the paperback version that the Government is bringing out for FF 30 (\$3.5).

For the confidential report on the so-called "oil sniffer aircraft" which seems likely to become a best-seller in France, is at least a hilarious tale of how the leading state-owned oil group, the former President of the Republic and his prime minister were taken in by a massive swindle.

It is also an important political document with far-reaching implications. Prepared by the state auditing authority, the Cour des Comptes, it provides a crushing indictment of the senior management of the Elf group during the period 1976-79. Some of those responsible are still with the company.

Taken with other official memoranda included in the Government version, it is equally damning of the lack of judgment and naivety of the former President Giscard d'Estaing and Prime Minister Raymond Barre.

The two men are both potential candidates for the opposition in the next presidential contest in 1988. It is therefore clear that, like Watergate in the U.S. or the Dreyfus case to a previous generation in France, the "oil sniffer" affair will not easily fade out.

The report of M François Giscard of the Cour des Comptes shows that the electronic system fitted to aircraft was far from being the miracle device that they hoped would revo-

lutionise oil exploration or the spotting of nuclear submarines. For much of the three-year period, Elf's leadership, President Giscard and M Barre believed that the new system would provide a radar "image" from the air of underground oil, water and mineral structures, and had important defence implications in submarine detection.

The report says that, in fact, the image was obtained by projecting a pre-recorded photocopy of the outlines of a structure (normally an oil structure) on to a screen.

The instrument was the "invention" of an Italian, Sig Aldo Bonassoli, who claimed to have worked at the Enrico-Fermi Institute in Milan. Private detectives later found that "he had left no trace of his stay on his books."

The fraud was finally unmasked when the head of the Fundamental Research Institute of the French Atomic Energy Commission was called in.

On May 24 1979, he tested the instrument by telling Sig Bonassoli that he was putting a metal ruler behind a wall. The intention was that the scanner would pick up its shape on the screen.

The report recounts: "Unknown to Sig Bonassoli, he partially bent (the ruler) and twisted it so as to form a V shape with arms of unequal length. The image of a perfectly straight ruler, lying horizontally, appeared none the less on the screen."

The report is unambiguous in its condemnation: "The equipment delivered to Elf was a total fraud." It blames the company, saying that for two years its leaders failed to "ask themselves not only about the reliability of the equipment but

about the good faith of its inventors or at least their scientific credentials."

On M Giscard's calculation, Elf lost in the affair between FF 740m and FF 790m. That is the equivalent of about a third of its exploration budget for 1976-78. The report says much of the money was channelled out of France by irregular means but with the authorisation of M Barre.

The reasons why illustrious members of the French establishment were taken in seem similar to those that led the British Embassy, Burgess and Maclean a chain of unquestioning trust between men of similar views and values.

The chain included M Pierre Guillaumat, then head of Elf, one of the fathers of the French oil industry and a former minister of the armed forces under General de Gaulle. He launched Elf into the project and explained it to President Giscard. There was also M Antoine Fligny, a former prime minister who lent his name to the project while it was still at a tentative state, and M Philippe de Weck, a former president of Union des Banques Suisses, the second largest Swiss banking corporation. He did most to give it financial backing.

President Giscard drew in M Barre, but other ministers and most of the Elf board were kept in the dark.

The project was, the report says, shrouded in the highest secrecy. Those involved had the sense of dealing with something "that could change the fate of France, even of the world." Exempted from blame is M Alain Chalandon, who took over as head of Elf in August 1977 and

"seemed embarrassed by the situation he inherited."

For the Socialists and Communists, the "oil sniffer" affair has come like manna from heaven to offset some of the gloom of a stagnant economy and rising unemployment. It shows that President Giscard and M Barre, who have continually charged them with incompetence in running the Government, are vulnerable to the same accusation themselves. It highlights the amount of state intervention that already occurred in a large nationalised company before the Socialists took office. It lends weight to the left-wing charge of the secrecy with which the right surrounds its political and financial affairs.

More important in the long run is the political damage it could do to both M Barre and M Giscard as future presidential candidates. Alone of the three opposition leaders, M Jacques Chirac, the head of the neo-Gaullist RPR, comes out unscathed. That suits President François Mitterrand because he would prefer to face the more right-wing M Chirac in an electoral contest.

The political gains from publishing the report were obviously judged by M Mauroy to be so important as to eclipse the damage caused domestically and abroad to Elf. That might be substantial, since Elf was involved in persuading countries like Gabon, Morocco and Brazil of the wonders of "oil sniffers."

Myriad questions remain unanswered, including who financially benefited from the fraud. Will further legal investigations promised, there could be plenty of fun and fury yet.

## Lebanon tension and firm rates send \$ higher

By Philip Stephens in London

MARKET EXPECTATIONS that the underlying trend of U.S. interest rates will remain firm, and renewed fighting in Lebanon took the dollar to new highs on foreign exchange markets yesterday.

The dollar reached record levels against the French franc, Italian lira and most Scandinavian currencies, and a 10-year peak against the D-Mark before shedding some of its gains after the start of New York trading.

It closed in London at DM 2.7845, up 2.5 pence from Tuesday. Its trade-weighted index rose 131.1 from 130. In New York it closed at DM 2.781.

Starting was also hit by the stronger dollar, closing 80 points down on the day at 1.4205, but as fears that the new Nigerian regime might boost oil exports diminished, it registered slight gains against many European currencies. In New York it closed at \$1.415.

Meanwhile, the British Treasury reported that the country's official reserves fell \$222m last month, the largest fall for a year. This partly reflects the Bank of England's intervention to support the pound in early December.

Foreign exchange dealers said firm U.S. interest rates and tension in the Middle East remained the key factors in propelling the dollar to new highs.

Earlier expectations that the apparently slower pace of economic recovery in the U.S. would be translated into lower interest rates seem to have evaporated.

The Federal funds rate, which rose to a erratic high of 11.5 per cent on Tuesday, fell back to about 10 per cent in early New York trading yesterday, but Eurodollar deposit rates showed small increases.

Although technical adjustments are held largely responsible for this week's jump in short-term rates, foreign exchange markets appear confident that there will be no significant fall in underlying U.S. borrowing costs over the short term.

European monetary authorities have so far reacted calmly to the dollar's latest surge, with intervention on foreign exchanges apparently limited and no signs of moves to push up interest rates.

The Bundesbank, which sold hundreds of millions of dollars to defend its currency last month, sold only about \$26m at yesterday's fixing.

The British authorities also showed no inclination to respond to the latest turmoil on currency markets with anything more than their routine smoothing operations.

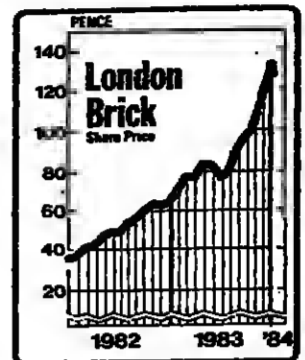
The British Treasury said that after loan transactions the underlying drop in Britain's reserves last month was \$195m.

Lex, Page 14; Money markets, Page 31

## THE LEX COLUMN

### New family tree for Getty Oil

Anybody who made a new year's resolution to go out and buy dollars in 1984 has been handsomely rewarded already, with gains over sterling and the D-Mark of more than 2 per cent. Perhaps the currency markets have taken to heart Dr Leutwiler's recent pronouncement that Europe has uncoupled itself from U.S. interest rates; yesterday's cut in Swiss deposit rates would have given some encouragement to chase the scent of a higher return in the new year. But the cost of restraining the dollar has apparently not stopped the authorities from trying, if the drop in UK reserves is any guide.



Yesterday's announcement will provide Bell itself with some ammunition to fire at critics concerned by the stagnation of the group's domestic whisky business. Falling output over the past three years has helped to release cash of £46m, which the group has until now appeared reluctant to reinvest. Gleneagles would absorb around £23m and the long-awaited acquisition of a distribution chain in the U.S. expected later this month, may cost only slightly less than that. Gleneagles might not cover its financing costs in year one but yesterday the market seemed happy to look at the longer-term potential, marking the shares up 3p to 133p.

### Getty Oil

Wall Street's take-over merchants must be hoping 1984 has begun as it means to continue: no sooner had a long Australian shandoo fallen over Warner Communications than word arrived yesterday that Getty Oil, a twin favourite with Warner in many of last year's U.S. bid speculation stakes, had at last become a live target.

Many details remain unclear of the agreement announced between Pennzoil and Mr Gordon Getty, the effective controller of a 40.2 per cent stake in the oil company founded by his father. For example, the new company through which they intend to acquire Getty Oil, paying \$110 for each of the outstanding shares, will need \$5.2m to buy the rest of the equity after Mr Getty has transferred his stake. Pennzoil will be contributing \$2.6m, but the rest of the cash outlay has yet to be accounted for.

The planned result, anyway, is a holding company for the Getty Oil assets which will give Mr Getty 57 per cent control but seems most likely to leave Pennzoil with the effective management and the balance of the shares.

This would mark a successful culmination for Mr Getty to nearly two years of acrimonious dispute between himself, other family members and the company board - a worthwhile achievement in itself. The two bidders presumably also see the reorganisation leading to a more tax-efficient treatment of the assets and of cash flow totalling over \$30 a share, though here again no details have been forthcoming.

Pennzoil has paid up for its participation: \$110 per share represents a 28 per cent discount on the value independently ascribed to Getty's oil and gas assets. This contrasts with a discount of 40 to 45 per cent seen in the recent acquisition of companies like Conoco, Marathon and Cities Service. None of Getty Oil's shareholders ought to be complaining - their stock traded as low as 54 7/8 last year - but the burden on Pennzoil's balance sheet now seems bound to prompt a deterioration in its credit rating. Moody's was warning of this possibility even before the latest deal.

No doubt Pennzoil will see this as a small price to pay in the short term for the privilege of investigating what looks like the next, though most certainly not the last, stage in the continuing consolidation of the U.S. oil industry.

**Bell/Gleneagles**  
 Arthur Bell may have little experience of the takeover game but yesterday's offer for Gleneagles Hotels displayed an ingenuity worthy of the seasoned professional. Having quietly picked up a 29.9 per cent stake in the company from British Transport Hotels, Bell sprang a full bid for the remainder only a week before shareholders gather to vote on the proposed Gleneagles rights issue.

By making its offer conditional on a rejection of the rights issue, Bell forced the pace and put the existing Gleneagles management on the spot. Net worth is certainly much higher than the book figure of 100p per share but Gleneagles will need to produce some fancy arguments about issue discounts if it is to argue, as looks likely, that Bell's 25p offer is derisory. The rights price, after all, is only 135p.

Moreover, not every member of the small band of Gleneagles shareholders may be delighted with his participation: \$110 per share represents a 28 per cent discount on the value independently ascribed to Getty's oil and gas assets. This contrasts with a discount of 40 to 45 per cent seen in the recent acquisition of companies like Conoco, Marathon and Cities Service. None of Getty Oil's shareholders ought to be complaining - their stock traded as low as 54 7/8 last year - but the burden on Pennzoil's balance sheet now seems bound to prompt a deterioration in its credit rating. Moody's was warning of this possibility even before the latest deal.

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### London Brick

London Brick's attempt to get Hanson Trust off its back by enlisting the Monopolies Commission is involving it in some awkward intellectual gymnastics.

Less than six months after the Commission ruled that LF's proposed merger with Ibsstock, Johnson would have no real effect on competition in either London's first or Hanson's facing bricks, plain symmetry would still seem to imply that there would be equally little objection to a merger between LF and Hanson's Butterley subsidiary - which has a comparable share of the quality brick market to Ibsstock's.

London Brick's expansion into the facing brick industry since last August has been rapid - and apparently profitable - but its claim to have significantly increased the degree of competition by infiltrating Hanson's home ground in the Midlands has the air of a rather direct attempt to find some part of the commission's findings which might now be made to work in its defence.

Hanson could surely be required to sell some of the conflicting interests if successful in its bid for London Brick. Similarly, the normal hawklike supervision would hinder Hanson, just as much as it has London Brick, from over-exploiting the monopoly in Ibsstock.

The Office of Fair Trading could presumably be relied on to come down like a ton of concrete files on any post-merger abuse. Even if, for some arcane reason, the Government decided to block the bid, there would be no case at all for making the Monopolies Commission go over all this familiar territory once more.

## Moscow warns Pretoria

By Bernard Simon in Johannesburg and Quentin Peel in London

THE SOVIET UNION has warned South Africa that its military occupation of southern Angola, and support for dissident guerrillas seeking to overthrow the Government in Luanda, are unacceptable, and that it will give the Angolan regime "all the support that is needed."

The threat of a direct escalation of the war being waged in Angola was made at a meeting between South African and Soviet officials in November. Mr P. Botha, South Africa's Foreign Minister, confirmed yesterday.

Mr Botha rejected the warning as an unacceptable threat. "South Africa will not be intimidated by such threats," he said. "South Africa will defend its security interests against whoever poses a threat."

The exchange represents the first direct intervention by the Soviet Union with South Africa in recent years and coincides with still unconfirmed reports of an increase of Soviet military support for the embattled Angolan Government.

It came before South Africa proposed disengagement of forces in southern Angola, in a letter to the United Nations Secretary-General last month. This week the Angolan Government responded with a call for complete South African withdrawal from the country.

The warning is seen as an indication of the Soviet Union's concern at recent successes by the South African-backed Unita guerrilla organisation in Angola, which has advanced its operations from the south-east into the central highlands and even into provinces surrounding the capital in recent months.

Fear of direct Soviet intervention in Angola - which has hitherto relied on an estimated 25,000 to 30,000 Cuban soldiers for support against Unita and the South African invasion in the south - is thought to have been a key factor in Western pressure on South Africa to disengage.

Mr Botha did not disclose where the contact with the Soviet Union took place.

## W. German jobless total shows sharp increase in December

By John Davies in Frankfurt

THE NUMBER of people unemployed in West Germany rose sharply last month, although the labour market also showed some hopeful signs of economic improvement.

The jump in unemployment has come as a sharp reminder that West Germany's recovery from recession has been modest and has made little impact on jobs.

With outdoor work being scaled down despite a relatively mild start to winter, the number of jobless rose during the month by 155,600 to nearly 2.35m.

That meant that 9.5 per cent of the labour force was jobless, compared with 8.8 per cent in November and 8.1 per cent in December 1982, when 2.22m were out of work.

However, Herr Josef Stügel, president of the Federal Labour Office, said he still had the same basic optimism about job trends as in the previous two months.

Herr Stügel said the number of unemployed had risen less sharply than at the outset of winter in earlier years. It jumped by 185,200 in December 1982 and 213,000 in December 1981.

An encouraging sign is that the number on short-time working last month was less than half that of a year earlier. Although the number rose by nearly 20,000 during the month to 513,600, it was still 600,000 fewer than in December 1982.

The increase in short-time work since November was due solely to the scaling down of construction work. The number of building workers on short time jumped during the month by 38,600 to 90,300, but was still 8,700 fewer than a year earlier.

Compared with a year ago, there has been a sharp drop in short-time working in engineering, electrical trades and the motor industry.

Another hopeful sign is that the number of young unemployed was slightly less than a year ago, although the total rose by 8,000 during the month to 190,500.

Peugeot sues CFTD over Poissy strike

Continued from Page 1

year to have been consulted over the Talbot redundancies by the Government, adding salt to its wounds.

The situation at Poissy is now rapidly getting out of control. That is because of the heavy percentage of immigrant workers at the plant who feel the unions have let them down.

With every additional day of lost production at Poissy putting, figuratively speaking, an extra nail into the coffin of the French Talbot subsidiary, the CFTD yesterday appeared to be easing its so far intransigent position on the Talbot redundancies.

The union proposed yesterday that Peugeot transform the 1,900 redundancies at Poissy into temporary lay-offs while a suitable solution to the problem is negotiated

## Saudis to buy military equipment from Spain

By David White in Madrid

SAUDI ARABIA has contracted to buy military and naval equipment worth \$150m from Spain, including light aircraft and armoured vehicles, industry officials in Madrid said yesterday.

The deal marks an important boost for the Spanish arms industry, which is reckoned to have exported more than \$800m worth last year, as well as a breakthrough for the state-controlled armaments manufacturer, Casva.

All but \$2m of the package deal concerns companies belonging to the Spanish state holding group, INI.

The contract was drawn up following a visit to Spain by Prince Sultan Ibo Abdulaziz, the Saudi Defence Minister, last October.

The officials said the purchases included Casva's C-235, a new twin-turboprop light transport aircraft,

which is being produced under a joint agreement with Indonesia and which is designed for a variety of civilian and military roles. They did not, however, give details of how many aircraft were involved.

The Bazan naval shipyard at El Ferrol in north-west Spain, which, in contrast to Spanish civilian shipbuilders, has been able to keep up orders and guarantee employment, is to supply an unspecified number of tugboats.

Enasa, the Spanish lorry manufacturer, is to take part in the deal with light armoured vehicles for the Saudi army.

Spain, which has made efforts to build up arms exports to ensure the viability and technical development of its military and aircraft industries, sold Pz 95bn worth of defence equipment in 1982, about \$595m at present-day rates.

## Reagan open to meeting with Assad

Continued from Page 1

Sir Geoffrey Howe would visit Egypt, Saudi Arabia and Syria from January 8 to 12, on his first visit to the Middle East since becoming British Foreign Secretary in June.

Lebanon, the prospects for a Middle East settlement, and the Gulf war are expected to be the main topics.

The Israeli bombings yesterday were on revolutionary bases, assumed to be backed by Iran, around the town of Baalbek. Mr Nabih Berri, the leader of the Shia Moslem Amal militia movement, deplored the Israeli attack.

Mr Berri vowed that resistance against the Israeli occupying forces

would be stepped up in the wake of the raids.

The bombings seem bound to influence the chances of implementing the new Lebanese security plan. Essentially, that envisages a withdrawal of the main Christian militia, the Lebanese Forces, from the Jilja Al-Kharoub region in the southern Chouf and their replacement with token Lebanese army units and internal security forces.

The Lebanese police would be assigned security duties inside the main towns and in the restive Shiite suburbs of Beirut.

The Lebanese army would be in charge of coastal roads 45 km (28

miles) north and south of the capital.

The agreement of opposition groups, mainly the Moslem Shite Amal movement and the Druze Progressive Socialist Party of Mr Walid Jumblat was said to have been secured. A U.S. official in Washington welcomed the putative plan.

If successfully implemented, the plan could have helped to deployment of U.S. marines. But if the Israeli bombings have not retarded its chances of being put into force, then an Israeli withdrawal south of the Awali might put it back on the shelf.

## World Weather

City	Temp	Wind	Cloud	Temp	Wind	Cloud
Amman	12	10	10	12	10	10
Algiers	17	10	10	17	10	10
Antwerp	12	10	10	12	10	10
Bombay	28	10	10	28	10	10
Buenos Aires	18	10	10	18	10	10
Calcutta	28	10	10	28	10	10
Cairo	17	10	10	17	10	10
Cardiff	8	10	10	8	10	10
Chennai	28	10	10	28	10	10
Copenhagen	4	10	10	4	10	10
Dublin	8	10	10	8	10	10
Hong Kong	21	10	10	21	10	10
London	8	10	10	8	10	10
Lyons	11	10	10	11	10	10
Manila	28	10	10	28	10	10
Medan	28	10	10	28	10	10
Osaka	11	10	10	11	10	10
Paris	11	10	10	11	10	10
Rangoon	28	10	10	28	10	10
Seoul	11	10	10	11	10	10
Singapore	28	10	10	28	10	10
Tokyo	11	10	10	11	10	10
Yokohama	11	10	10			



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# AT&T signs computer deal with Convergent

BY LOUISE KEHOE IN SAN FRANCISCO

**AT&T INFORMATION** Systems has signed an agreement with Convergent Technologies of Santa Clara, California, to develop a range of office automation equipment in preparation for a market battle with IBM.

Just one week after AT&T's divestiture of its telephone company units, the telecommunications giant's decision to top the high-growth office automation market is becoming clear. Under the terms of its agreement with Conver-

gent, AT&T will purchase a variety of exclusive computer products designed and manufactured by Convergent.

Although neither company will disclose the details of the new computer products, they are expected to include a personal computer work station with communications capability. Convergent currently manufactures a range of micro-computers based on Intel microprocessor chips. Leading Convergent customers include Burroughs and NCR,

both of which resell Convergent systems under their own label. By turning to an OEM (own equipment manufacturer) AT&T will be able to speed its entry into the office automation market. However, the move is believed to have met resistance from AT&T Technologies, formerly Western Electric, AT&T's manufacturing operation. AT&T Technologies is believed to have a high-performance micro-computer system of its own design under development.

# Kodak focuses on new 8mm video camera system

BY TERRY DODSWORTH IN NEW YORK

UNTIL A year or so ago, it would have been virtually impossible to imagine Eastman Kodak, one of the most proudly independent of U.S. blue chip companies, actively seeking a role as the marketing arm of two Japanese photographic equipment manufacturers.

But things have changed at Kodak and nothing could demonstrate that better than yesterday's announcement that it is to sell a revolutionary new 8mm video camera system using a Matsushita-manufactured camera and tape from TDK.

The decision to go to the two Japanese companies illustrates Kodak's own tardiness in developing and manufacturing new electronic photographic equipment. It also marks, however, a fresh aggressiveness in the company's marketing style - and this is being viewed favourably on Wall Street. For years, Kodak has been gathering the reputation of a company which is too set in its ways. "This announcement shows a willingness to push into new markets and to move much faster," says Mr Eugene Glazer, of Dean Witter Reynolds.

Throughout the 1970s, Kodak had been gradually losing momentum as its photographic film business came under attack from Japanese competitors. It is reckoned that the company's market share in the U.S. fell from around 90 per cent to 50



Mr Colby H. Chandler

per cent in the decade. This spectacle of decline was recently rubbed in with a vengeance when Fuji Photo Film of Japan was named as the official sponsor for the 1984 Los Angeles Olympics.

Kodak's strength was originally based on its technological edge in chemical film manufacturing. But its position was later bolstered by its enormous world wide marketing strength, which gave it the volume to achieve big economies of scale. By the early 1980s, these production economies were also coming under pressure from the rival attractions of the video market. Companies like Fuji were moving into

video tape in an attempt to push their technology into office and medical equipment markets. Kodak stood largely on the sidelines.

The extent of its setback became sharply evident this year as earnings went into free fall, dropping by 42 per cent in the first nine months to \$447.3m. The company's immediate response led by Mr Colby H. Chandler, chairman, was to cut costs. It brought in an early retirement plan, laid off more than 2,000 employees, postponed pay rises and deferred end-year bonuses - shock treatment in a company renowned for its paternalism.

At the same time, it announced its intention of moving as rapidly as possible into the application of electronics to its traditional field of optics and film knowhow. Although there have been some preliminary moves in this direction, yesterday's deal is by far the most important development in this field and shows Kodak moving headlong into a market which many analysts believe will explode over the next few years.

Video camera recorders already sell at the rate of around 400,000 units a year in the U.S., using the traditional half-inch-VHS and Betamax tape formats. But the introduction of 8mm cameras could lead, the enthusiasts say, to a market measured in millions.

# Alan Bond close to control of Swan TV

By Michael Thompson-Noel in Sydney

**BOND CORPORATION** Holdings, master company of Mr Alan Bond, the Perth businessman, seemed close to gaining control of Swan Television and Radio Broadcasters, operator of Perth's Channel 9, last night.

This followed a revised offer from the Bond camp of A\$7.50 per Swan Television share, valuing the company at A\$48.5m (U.S.\$44.8m), against Tuesday's initial offer of A\$5.38 per share, valuing Swan at A\$42m.

The new price is virtually identical to the valuation placed on another metropolitan television operator, Brisbane Television, control of which passed last year to John Fairfax, the Sydney-based media group.

Yesterday, five directors of Swan Television, who between them control 55 per cent of Swan's shares, said they would be recommending acceptance of Bond's revised bid, and accepting in respect of their own shares.

The move marks yet another stage in the evolution of Bond Corporation, whose career has sometimes been chequered, and whose main interests include brewing, property, retailing and resources.

Last week, Swan Television revealed that anticipated pre-tax profits in the current year to June 30 were likely to be about A\$5.7m, against A\$3.4m in 1982-83.

Swan operates Perth's STW-9 station, an affiliate of the Nine Network, whose presiding personality is Mr Kerry Fackler, who owns stations in Sydney and Melbourne.

# Litton pays \$190m for Texas group

By Our Financial Staff

**LITTON INDUSTRIES**, the U.S. defence and electronics group, is to pay about \$190m for Core Laboratories, a Texas-based oilfield and mining services concern.

Under a definitive merger agreement reached this week, Litton will pay \$33 per share in cash for each Core share.

Core's oilfield services include core and fluid analysis, well logging and petroleum engineering. The mineral division analyses coal, uranium, water and minerals, and provides environmental services. Foreign business provides about 40 per cent of total revenues.

Faberge, the cosmetics group which makes the Brut line of men's toiletries, is holding preliminary talks with Gibbons, Green, van Amerongen, a private investment banking firm, on a possible \$30-a-share leveraged buyout for the group. Such an offer would value Faberge at about \$170m.

Gibbons, Green proposes to organise a group of private investors to acquire Faberge, but Faberge said there could be no assurance that any agreement would be reached.

Northwest Industries, the Chicago-based steel products, electrical components and chemical products group, has sold its Microdot vehicle and aerospace parts subsidiary for \$121m.

The buyer is an investor group led by Mr Richard Strubel, who had been president of Northwest Industries.

# New routes for Trans World

**TRANS World Airlines**, which is to be spun off from Trans World Corporation, is to add 12 new international and domestic cities to its route system on April 29. It has called the expansion the single largest in its history, AP-DJ reports from New York.

The airline said that in the U.S., Atlanta, Jacksonville, Memphis, Milwaukee, Norfolk and Raleigh-Durham will be linked to its international system with daily services through New York.

Internationally, Kuwait and Riyadh, Saudi Arabia, will be added, as well as Amsterdam, Brussels and Munich, which were announced earlier.

# U.S. medical group ahead

By Our Financial Staff

**NATIONAL MEDICAL** Enterprises, one of the largest hospital management groups in the U.S., has extended its solid record of profits growth with net earnings of \$29.3m, or 44 cents a share in the second quarter to November 30 against \$21.5m, or 36 cents.

John Wicks in Zurich looks at a Swiss financier's new image

# From dark horse to white knight



Mr Werner K. Rey, making headlines

**WITH HIS** bid for a 26 per cent stake in Beverly Hills Savings and Loan, Mr Werner K. Rey, the Swiss financier, is back in the headlines. He has never been far from them since 1977 when he caused a furore by gaining control over the prestigious Bally shoe company at the age of 34.

Mr Rey, now 40, has since built up a substantial business empire - although he sold Bally to the Oerlikon-Bührle group within months of taking it over. In early 1979 he bought Swiss Metal Works Selve, of Thun, which subsequently acquired a controlling interest in Ateliers de Constructions Mécaniques de Vevey.

With its subsidiaries, Lanz Industrie-Technik in Switzerland and Vandex in Denmark, the Rey group's industrial operations now have joint sales of about SwFr 300m (\$135m).

In the services sector, he acquired the Neuchâtel-based inspection and consulting engineering company Inspectorate International, originally a German-owned concern which took over two former British Steel affiliates, Unit Inspection and Palmer EAE. Although this purchase was made two years ago, Mr Rey has only now made it known.

The Inspectorate concern is operated quite separately from the group's industrial interests and has an annual fee income of about SwFr 100m.

Apart from these industrial and service activities, Mr Rey - who divides his time between a London residence in Chelsea Square and Swiss headquarters - has been building up a considerable property portfolio in the U.S. and, to a lesser extent, in France and Switzerland. These real-estate holdings are substantial, though he prefers not to say how substantial.

The latest development has been in the field of banking. The Basel-based chemical company F. Hoffmann - La Roche decided some months ago that it wished to dispose of Hamburger Handelsbank, a small private bank owned by its Bermuda subsidiary Canadian

Pharm Holding. The Hamburg bank had assets of only DM 150m (\$54.5m) and little more than a portfolio.

It says much for the new image of Werner Rey that Roche offered him Hamburger Handelsbank. In 1977, he had been the dark horse - or in the view of some vociferous critics, the black sheep - who had seemed to appear from nowhere to take over Bally.

Not only did his acquisition and subsequent financial management of the shoe company meet with massive establishment opposition in Switzerland, Mr Rey also suffered from having been, in his early twenties, an employee of Bernie Cornfeld's ill-starred Investors Overseas Services (IOS).

He had also bought a former IOS subsidiary in the shape of Overseas Development Bank in 1978, selling it to Bally the following year and shortly after buying it back - as he now explains, under pressure and at the original price plus interest.

The Geneva-based bank had its licence withdrawn by the Swiss Banking Commission in 1977 on the grounds that there was insufficient proof of Swiss ownership. There was an appeal to the Federal Court, but this failed in a majority judgment the following year, and the bank subsequently went into voluntary liquidation.

Mr Rey, whose career began as a Zurich bank trainee, admits today that he got off on the wrong foot. Overseas Development Bank was high on solvency but - thanks to its IOS past - low on reputation, he says.

By 1983, Roche judged Mr Rey the successful industrialist to be a suitable purchaser for its Hamburg bank.

Mr Rey cannot restrain a wry grin at the change in his public image. "The board of Beverly Hills Savings and Loan were looking for a white knight," he says, "and I was hardly considered a white knight in Bally days."

The Californian institution, whose assets are in the region of

\$1.8bn, already knew Mr Rey well. Among his local real estate investments, he had entered into a joint venture with it to back the building of the new Intercontinental Hotel in San Diego, for which each partner put up \$12.5m in equity. Beverly Hills S&L then approached Mr Rey as a potential "white knight", having been long threatened by a group of dissident shareholders seeking more influence or even outright control over an unwilling board.

The deal is complicated and has given the impression in Switzerland that Mr Rey is getting into Beverly Hills "free". In fact, he has already taken over 330,000 of the bank's shares at a cash price of \$20.75 each. This gives him 9.9 per cent of the stock, or just under the 10 per cent for which special permission is needed.

Meanwhile, Mr Rey has undertaken to assume a subordinated debture at a cash price of \$20m. On receipt of state and Federal approval (the necessary "Change of Control" application was filed just before Christmas), this would be convertible into 833,333 common shares - like the original 330,000, the result of a capital increase - at an equivalent price of \$24 per share. Mr Rey would eventually hold some 26 per cent of the Beverly Hills stock, a stake which could be increased to 30 per cent.

In separate transactions, Beverly Hills, a long-established specialist

in the real-estate business, is to take over a substantial part of Mr Rey's U.S. property holdings, including his 50 per cent stake in the San Diego hotel, as well as mortgages, revenue bonds and the like. This counter-deal has been responsible for the claims that Mr Rey has got into the bank on a "cashless" basis.

Despite this, and a five-year agreement with the board which ties Mr Rey's votes to board recommendations and prohibits his selling the shareholding other than in a public underwriting, the opposition is unlikely to yield without a fight. Mr Paul Amir, who has just increased his shareholding from 9.9 to 14.5 per cent, has obtained permission from the Federal Home Loan Bank board to go ahead with an attempt to acquire Beverly Hills and has called an extraordinary general meeting for January 27. Executives say it will not take place until some time later.

As to Mr Rey's own plans, he would become a vice-chairman of S & L and head a new international division. Beverly Hills, he says, foresees expansion in Europe - in such fields as Eurodollar refinancing and services to clients investing in the U.S. - and plans to open a London operation.

Within the Rey group itself, he is sanguine as to the chances of the Inspectorate companies. In the engineering sector, he has improved Selve's profitability considerably since the takeover; the Vevey company still needs some strengthening, but Mr Rey intends to raise his stake in it to 50 per cent within the next nine years. Still pending is the topic of whether, when and how Selve should buy into Metallwerke Dornach, another Swiss non-ferrous metals company.

In the meantime, Mr Rey has thrown light on the long-discussed question of where the self-made man's money originally came from before the Bally deal. "My financial strength," he says, "was based largely on my participation in a number of Middle Eastern projects."

# Interco boosts earnings in third quarter

By Our Financial Staff

**INTERCO**, a major U.S. clothing manufacturer and retailer, boosted net earnings in the third quarter to November 30 from \$25.1m or \$1.54 a share to \$35.5m or \$2.15, on sales up from \$983.5m to \$743.5m.

Nine-month earnings for the St Louis-based company, which also makes and sells footwear and has general retailing interests, jumped from \$81.2m or \$3.74 a share to \$80.4m or \$4.86.

A. C. NIELSEN, the major U.S. market research company, lifted net earnings in the first quarter to November 30 from \$9.8m or 44 cents a share to \$11.7m or 52 cents. Sales edged up from \$161.5m to \$171.1m.

# Banks agree debt deal for Flying Tiger Line

By Our New York Staff

**FLYING** Tiger Line, the world's biggest scheduled air cargo line, has reached agreement with its 80 banks to reschedule part of its \$60m debt. In the final quarter of 1983 the airline made a pre-tax profit, its first since June 1981.

Tiger International, parent of the Flying Tiger Line which operates a fleet of more than 30 jets in its worldwide cargo service, said that the airline's leaders had signed a final agreement for an extension of payments on some of its debt and a new two-year revolving credit convertible into a five-year loan of up to \$45m.

Under the new arrangements, some \$30m of principal which was due in 1983 and 1984 has been deferred, it will now be repayable over

a five-year period starting in July 1985.

Mr Wayne M. Hoffman, Tiger's chairman and chief executive, said the agreement assures Flying Tiger Line of the financial resources needed to carry out its business plan.

The agreement is the final part of a major restructuring of Tiger International's \$1.8bn debts, which has been under way since last February when the group announced it was suspending payments of interest and principal on about half of its bank debt.

Tiger International's bankers had already agreed to a restructuring of the debts of North American Car, its railcar operation, and Tigerair, a small general aviation company.

# Italian banks plan credit card system

By Alan Friedman in Rome

**THE BANK** of Italy is studying a proposal from 16 of Italy's largest banks to introduce a new national credit card system to be owned cooperatively. The banks have been discussing such a nationwide system for two years and have formed a joint company with an initial capital of 1,000m (€478,000) which could be raised to as much as 1,000m (€88m) if the plan goes ahead.

At present the Italian public does not make heavy use of credit cards. There are 1.7m cards in circulation and the market is dominated by Banca d'America e d'Italia, the Bank America subsidiary which has 1.2m cardholders.

Eurocard, which is marketed most aggressively by Credito Italiano, has 250,000 cardholders, while American Express, Diners Club and Conto d'Identita split the balance.

One possibility being considered is a merger between Eurocard and the new national Italian credit card system. SIP, Italy's state-owned telecommunications company, is working on a pilot project national data transmission system for banks. The Bank of Italy is understood to be encouraging the development of such an interbank system, although it could take two years for it to become operational.

Weekly net asset value

**Tokyo Pacific Holdings (Seaboard) N.V.**

on 2nd January, 1984, U.S. \$89.05

Listed on the Amsterdam Stock Exchange

Information: Pierson, Halding & Pierson N.V., Herengracht 214, 1016 BS Amsterdam.

U.S. \$300,000,000

**Crédit Lyonnais**

Floating Rate Notes Due 1994

In accordance with the provisions of the Notes, notice is hereby given that for the six month Interest Period from 5th January, 1984 to 5th July, 1984 the Notes will carry an interest rate of 10 1/2% per annum. The relevant Interest Payment Date will be 5th July, 1984, and the Coupon Amount per U.S. \$10,000 will be U.S. \$530.83.

Credit Suisse First Boston Limited  
Reference Agent

**Italian banks plan credit card system**

By Alan Friedman in Rome

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**NEW ISSUE**

All of the securities have been sold. The announcement appears as a matter of record only.

**NATIONAL BANK OF CANADA**

(A chartered bank governed by the Bank Act of Canada)

**U.S. \$50,000,000**

**FLOATING RATE NOTES 1991**

First Chicago Limited

Merrill Lynch Capital Markets

Société Générale

Arab Banking Corporation (ABC)

Bank of Tokyo International Limited

Banque Bruxelles Lambert S.A.

Banque Indosuez

Hambros Bank Limited

Kredietbank International Group

Manufacturers Hanover Limited

Samuel Montagu & Co. Limited

Sumitomo Finance International

Swiss Bank Corporation International Limited

Takugin International Bank (Europe) S.A.

January 1984



INTL. COMPANIES & FINANCE

We are pleased to announce the following elections

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Capital Markets, London

**Principals**

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**Vice Presidents of Morgan Stanley & Co. Incorporated**

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London EC3P9HB, England Tokyo-To 100, Japan

January, 1984

**Escom prunes spending programme**

By Bernard Simon in Johannesburg  
THE SOUTH AFRICAN Electricity Supply Commission (Escom) has sharply pruned its capital investment programme and may decide on further large cuts within the next few months.  
Escom has been one of the largest customers for power station equipment in recent years, but financial constraints and unexpectedly slow growth in demand for electricity have prompted a rescheduling of its capital budget.  
Capital outlays between 1984 and 1986 are now estimated at below R11.3bn (R2.2bn) at 1983 prices, compared to an earlier forecast of R12.5bn. The main victims of the cuts will be the Majuba power station in the South-East Transvaal and the Lekwe station in the Northern Orange Free State. Construction of Majuba has been put back a year, with completion now targeted for 1990. Work on Lekwe will not begin until 1986, two years later than planned. The two coal-fired stations, with a combined capacity of around 7,200 megawatts, will cost over R2bn each.  
Escom is currently building four other coal-fired stations. It has placed firm contracts for four 600 mw generating sets for each of the Tutuka and Letlaba stations, but has options to delay or cancel delivery of the fifth and sixth sets. Escom says a decision on whether to postpone these purchases will be taken before mid-1984.  
Three generating sets each have been ordered so far for the Matimba, Kendal and Majuba stations. Decisions on delivery of the three remaining sets for each of these stations will be taken late this year or early in 1985. GEC, the British Electrical Engineering group, is the main contractor for the Majuba and Tutuka stations.  
Escom has also curtailed spending on staff housing, training schemes, and other internal projects such as extensions to regional offices.  
Although the Commission expects electricity sales in South Africa to grow by 6 to 7 per cent a year in the long term, demand edged up by only 2.5 per cent in 1982 and by between 1 per cent and 2 per cent last year. The main power consumers, such as the mining industry and the railways, have reduced consumption substantially as a result of the recession.  
Escom is South Africa's biggest borrower on the international capital markets and aims to finance about half of its investment programme from current revenues. However, it has been compelled to hold down electricity tariff increases in recent years as part of the government's anti-inflation strategy.

**Financial aid for Isuzu from GM**  
TOKYO—General Motors of the U.S. intends to give financial support to the troubled Isuzu Motors, Japan's second largest truck manufacturer, by converting \$200m of its holdings in the Japanese company's convertible bonds into ordinary stock.  
The conversion, which will increase GM's share of Isuzu's outstanding ordinary stock to 43 per cent from its current 36 per cent, should significantly reduce Isuzu's overall interest payments. The bonds, carrying an 8.5 per cent interest rate are to be converted in February.  
Isuzu borrowed the \$200m from GM in June 1982 in order to produce the R Car which it hoped to supply to the U.S. company. But because export restrictions agreed on by the U.S. and Japan will continue for another year, planned shipments of the car may be difficult.  
GM plans to convert the bonds at Y333 (\$1.42) losing around Y100 a share. The original conversion price had been set at Y333.  
Further support for Isuzu is to come from an advisory committee to be set up in February that will include executives of GM, Isuzu, Dai-ichi Kangyo Bank and C. Itoh and Co. The committee will discuss various aspects of Isuzu's assets, funds and dealer network.  
AP-DJ

**Increased earnings and dividend from Amatitl**  
BY MICHAEL THOMPSON-NOEL IN SYDNEY  
AMATITL, the diversified Australian tobacco and food group, achieved a 12.1 per cent gain yesterday it would lift its formal offer for Tasmania's Cascade Brewery from A\$5 to A\$5.34 a share, valuing the brewery at A\$44.3m (US\$39.9m). Yesterday, IEL lifted its stake in Cascade to about 21.1 per cent, against the 21 per cent held by rival co-holders, B. Seppelt and O.C. Bottlers of Adelaide.  
Wattie Industries, Goodman Group, and New Zealand Forest Products (NZFP) yesterday warned New Zealand investors that speculation in shares involved in a takeover bid for Wattie by NZFP would be unwise, reports Reuters from Wellington.  
In a joint statement, made before the first share market call since NZFP announced its takeover bid for Wattie on December 23, the companies said that discussions among the three were well advanced. Local press reports say that the three have reached agreement to end NZFP's bid.  
Sydney investment house, said

**David White reports from Madrid on the latest moves of the Spanish heavy electrical industry to obtain state help**

**General Electricica stops payments**

PRESSURE on the Spanish socialist government to help reorganise the country's heavy electrical equipment industry, which is dominated by foreign interests, has been stepped up by the declaration by General Electricica Espanola that it is suspending payments to creditors.  
The group, employing about 2,700 people, is 28 per cent owned by its former parent company, General Electric of U.S., and 20 per cent by the French electrical engineering concern, Alsthom-Atlantique.  
The payments suspension, decided on Tuesday followed a similar decision by Westinghouse Espanola, the Spanish subsidiary of Westinghouse Electric, at the end of October. The suspension of payments procedure provides for a moratorium on debt and the appointment of receivers to supervise rescue plans.  
General Electricica, based near Bilbao, blamed slack investment in new projects for the move. However, the moves by the two leading electrical groups have both come as surprises—in the case of Westinghouse provoking the resignation of the Spanish subsidiary's chairman, Sr Santiago Foncillas, who had opposed taking such a radical step.  
In both cases the court application for suspension of payments is seen as a "preventive" measure pending more radical restructuring.  
The latest crunch has come less than two years after restructuring plans at both Westinghouse Espanola and General Electricica. In Westinghouse's case this involved the injection of some Ptas 5bn (at today's rate \$25m) from the parent and the Spanish state. At General Electricica the U.S. company took over medical equipment and other subsidiaries and reduced its stake in the main Spanish unit from 53 per cent to 25 per cent.  
In neither case, however, have orders matched the levels that were foreseen in 1982, with the drop in railway and nuclear purchases compounded by difficulties in exporting on profitable terms.  
**Fall in orders**  
General Electricica's current order book, estimated at Ptas 7,500, is less than half what had been expected. The company's turnover last year rose by 7 per cent to Ptas 11,200, a decline in real terms, while Westinghouse Espanola's fell by

5 per cent to just over Ptas 10bn.  
The sector is campaigning to bring its problems forward in the Government's list of priorities in dealing with industries. Sr Carlos Solchaga, the Industry Minister, has indicated that the steel, shipyard and household electrical industries are the first in line for treatment under the country's industrial reconversion programme.  
General Electricica and the three foreign-controlled companies in the electrical equipment field have broken new ground by sending the Ministry a joint report. The other two companies are the Spanish subsidiaries of Siemens and Brown Boveri.  
With Siemens being larger and more diversified than the others, with a Spanish workforce of 3,750, the proposed restructuring essentially involves the remaining three.  
The four companies together account for some two-thirds of Spain's electrical capital goods industry in terms of both sales and manpower.  
Among the possibilities envisaged by the companies would be a link-up with possible participation by the state or by the principal customers, which include the electrical utilities and the railways.  
The four big electrical equipment companies also want to force through more drastic cuts in their combined workforce of over 10,000.  
Mr Stuart Simpson, head of Westinghouse Electric's Spanish interests, said this week that the Spanish unit, which employs about 3,000 people in six factories, was one-third overstuffed, and that the country's rigid labour system had prevented the company from adjusting to market conditions.  
**Initiative opposed**  
The four dominant companies have geared their campaign to aid measures foreseen under the Reconversion Law, which provides for a funding programme totalling over Ptas 900bn (\$60n).  
However, their initiative—lodged at the same Industry Ministry department that has to deal with the crippled steel and shipbuilding sectors—is opposed by their Spanish competitors who fear that they will be squeezed out by a cartel of multi-national interests.  
General Electricica is the exception among the major companies in the field in having come under majority Spanish ownership. It therefore has the strongest card to play.

**Citibank, N.A.**  
is pleased to announce the extension of the services of its branch in the Principality of Monaco with the establishment of a Treasury Dealing Room

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Direct dealing code: CITC

**CITIBANK**

**Creditanstalt sells shops**

BY OUR FINANCIAL STAFF  
AUSTRIA'S largest bank, Creditanstalt-Bankverein, has disposed of a chain of 13 department stores as part of its endeavours to reduce losses arising from its non-financial holdings.  
The stores belong to the Gerngross group and have been bought by Konsum, the Austrian consumer co-operative, for Sch 615m (\$31.6m). A quarter of the purchase price goes to Norddeutsche Landesbank in West Germany which had a 25 per cent minority holding in Gerngross. A third shareholder, the Swiss Jelmolli group, sold out to Creditanstalt last year.  
Consolidated accounts of the Gerngross group showed share capital and reserves of Sch 420m and liabilities of Sch 420m at the end of 1982. Gerngross declared aggregate losses of Sch 80m for 1981 and 1982. In 1983 a consumer boom took the group back into profit.  
Konsum has taken over Gerngross with all its liabilities but will itself sell three stores in Vienna and one in Salzburg without liabilities to the Austrian Spar retailing group. The price for the stores and their inventories is Sch 320m.

**VONTOBEL EUROBONDINDIZES**  
WEIGHTED AVERAGE YIELDS  
PER 3 JANUARY 1984

	INDEX		Year's High	Year's Low
	Today	Last week		
US\$ Eurobonds	11.20	11.71	12.54	11.23
DM (Foreign Bond Issues)	7.46	7.46	7.79	7.43
YFL (European Notes)	8.00	8.08	8.67	7.43
Case Eurobonds	12.89	12.70	13.56	12.53

Bank J. Vontobel & Co. Ltd, Zurich - Tel: 020 411 488 7111

All these securities having been sold, this announcement appears as a matter of record only.  
The offer is made only by the Prospectus.

**1,500,000 Shares**

**CHI-CHI'S, Inc.**

**Common Stock**

**Shearson/American Express Inc.** **Morgan Stanley & Co.**  
Incorporated

We are pleased to announce that

T. Michael Long  
Michael W. McConnell  
William H. Moore III

have been admitted as General Partners,  
effective January 1, 1984.

**BROWN BROTHERS HARRIMAN & CO.**  
New York Boston Philadelphia Chicago  
St. Louis Los Angeles Dallas Naples  
London Paris Zurich Tokyo Grand Cayman Guernsey

**ALLIED IRISH BANKS LIMITED**  
U.S.\$40,000,000  
Floating Rate Notes due 1987  
In accordance with the provisions of the Notes, notice is hereby given that the Rate of Interest for the next 6 months' Interest Period has been fixed at 10 1/2 per cent per annum. The Coupon Amounts will be US\$53.72 for the US\$1,000 denomination and US\$2,853.76 for the US\$50,000 denomination and will be payable on 6th July, 1984, against surrender of Coupon No. 9.  
5th January 1984  
Manufacturers Hanover Limited  
Agent Bank

This is neither an offer to exchange or sell nor a solicitation of an offer to buy or exchange any security. The exchange offer is made only by the offering circular dated December 5, 1983, the supplement thereto dated December 29, 1983 and the related letter of transmittal. The exchange offer is not being made to, nor will tenders be accepted from, holders of these securities in any jurisdiction in which the making or acceptance thereof would not be in compliance with the securities law of such jurisdiction.

**NOTICE TO HOLDERS OF 8 1/2% CONVERTIBLE SUBORDINATED DEBENTURES DUE 1996**

**GALAXY OIL INTERNATIONAL N.V.**  
(Extension and Modification of Exchange Offer)  
On December 29, 1983, Galaxy Oil International N.V. extended the expiration date for its exchange offer to the holders of its \$12,000,000 principal amount of 8 1/2% Convertible Subordinated Debentures due 1996 ("Old Debentures") from 12:00 midnight, London time, on December 29, 1983, to 12:00 midnight, London time, on January 10, 1984. In addition, the conversion price on the Class B Debentures (as defined in the exchange offer) will be further reduced to \$3.875 per share if 80% or more of the Old Debentures are exchanged. All other terms of the exchange offer remain the same.  
The terms and conditions of the exchange offer are set forth in the offering circular dated December 5, 1983, the supplement thereto dated December 29, 1983, and the related letter of transmittal, copies of which should be obtained from the exchange agent: A. Sarazin Co. Limited, 5-6 Saint Andrew's Hill, London EC4V 5BW, England, attn: Mr. Ronald A. Eldridge, Operations Manager, telephone number: (collect) 44-1-236-6599, telex number: 83960.

**U.S. \$1,800,000,000**

**European Economic Community**  
Floating Rate Notes Due 1990

In accordance with the provisions of the Notes, notice is hereby given that for the six month Interest Period from 5th January, 1984 to 5th July, 1984 the Notes will carry an Interest Rate of 10 1/2% per annum. The interest amount payable on the relevant Interest Payment Date which will be 5th July, 1984 is U.S. \$524.51 for each Note of U.S. \$10,000.

**Credit Suisse First Boston Limited**  
Agent Bank





**The Fuji Bank, Limited**  
New York Agency

**\$50,000,000**

Floating Rate Certificates of Deposit  
Due August 26, 1986

LIBOR Indexed

**Lehman Brothers Kuhn Loeb**  
Incorporated

August, 1983



A member of the  
Lloyds Bank Group

**Lloyds Bank International Limited**  
New York Branch

**\$100,000,000**

Floating Rate Certificates of Deposit  
Due September 19, 1986

LIBOR Indexed

**Lehman Brothers Kuhn Loeb**  
Incorporated

September, 1983



A member of the  
Lloyds Bank Group

**Lloyds Bank International Limited**  
New York Branch

**\$50,000,000**

Floating Rate Certificates of Deposit  
Due August 25, 1986

LIBOR Indexed

**Lehman Brothers Kuhn Loeb**  
Incorporated

August, 1983



**National Westminster Bank plc**  
New York Branch

**\$75,000,000**

Floating Rate Certificates of Deposit  
Due September 15, 1986

Treasury Bill Indexed

**Lehman Brothers Kuhn Loeb**  
Incorporated

October, 1983



**National Westminster Bank plc**  
New York Branch

**\$50,000,000**

Floating Rate Certificates of Deposit  
Due June 13, 1986

Treasury Bill Indexed

**Lehman Brothers Kuhn Loeb**  
Incorporated

September, 1983



**Société Générale**  
New York Branch

**\$25,000,000**

Floating Rate Extendable Certificates of Deposit  
Due August 10, 1989

Treasury Bill Indexed

**Lehman Brothers Kuhn Loeb**  
Incorporated

August, 1983

**Swedish Export Credit Corporation**  
(AB Svensk Exportkredit)

**\$100,000,000**

Floating Rate Extendible Notes Due 1995

Treasury Bill Indexed

**Lehman Brothers Kuhn Loeb**  
Incorporated

**Goldman, Sachs & Co.**

**Morgan Stanley & Co.**  
Incorporated

**Enskilda Securities**  
Swedish Export Credit Corporation

**Post- och Kreditbanken, PKbanken**

**Svenska Handelsbanken Group**

June, 1983



**The Toronto-Dominion Bank**  
New York Branch

**\$25,000,000**

Floating Rate Certificates of Deposit  
Due November 4, 1987

Prime Indexed

**Lehman Brothers Kuhn Loeb**  
Incorporated

November, 1983

**Leadership  
in Yankee  
floating rate  
securities**

**Lehman Brothers**

Lehman Brothers Kuhn Loeb Incorporated, 55 Water Street, New York, NY 10041 (212) 558-1500 Atlanta • Boston • Chicago • Dallas • Houston • Los Angeles • San Francisco • London • Tokyo



UK COMPANY NEWS

Hollas hit by dollar's strength but sees volume improvement

A DIFFICULT year is being experienced by Hollas Group, importer and distributor of textiles and fabrics.

Mr Tony Lawson, chairman, says in his interim statement that although second half volume will show an improvement on last year, margins are slimmer and importers are faced with unfavourable exchange rates.

Taxable profits for the six months to September 30 1983 were little changed at £423,000 against £412,000. Turnover for the period was £17.6m compared with £17.2m which included £5m from the household textile company since sold. For the year to the end of last March the group achieved taxable profits of £23.1m (£1.41m) on turnover of £23.7m (£3.13m).

The interim dividend is being held at 1p net with stated earnings per share a little higher at 1.2p compared with 1.1p.

Commenting on the year as a whole, Mr Lawson says that while it must be viewed as one of consolidation rather than of expansion the indications are that the full year's outcome will be "quite acceptable".

He adds that given even a slightly improved climate for importers, group companies will be "well able" to benefit from

DIVIDENDS ANNOUNCED

Company	Current Dividend	Corresponding Dividend	Total Dividend	Total Dividend last year
Hollas Grp	1.2p	1.1p	2.3p	2.2p
Mountleigh	1.08p	0.83p	1.91p	1.58p
TSB Gilt Fund	3p	3p	3p	3p

Dividends shown pence per share net except where otherwise stated. \*Equivalent after allowing for scrip issue. †On capital increased by rights and/or acquisition issues. ‡USM stock. §Unquoted companies.

Turnover advanced from £2.57m to £3.47m.

The company also announced yesterday that it has reached a conditional agreement with a subsidiary of London and Northern Group, for the purchase of Mountleigh shares. The purchase consideration is £4.25m in cash and 1m ordinary 25p shares in Mountleigh. The cash portion will be funded by a loan repayable by instalments from 1986 to 1993, while London and Northern has indicated that it regards the 1m shares (44.3 per cent of the enlarged ordinary share capital) as a long term investment.

The property which comprises an office complex of 122,743 sq ft net on five floors, together with parking for 400 cars, on a 10 acre site—is let to Occidental Petroleum (Caledonia), the UK operating

Mountleigh jumps to £835,000 midway—buys office complex

THE SUBSTANTIAL increase in 1983-84 profits looked for by Mountleigh Group has materialised in the group's interim figures for the six months to October 31 1983.

These show that pre-tax profits of this property investment and development group more than tripled to £835,000, against £269,000 last time a year, therefore, have already exceeded the £811,000 made in the whole of the 1982-83 year.

The directors say they are confident that profits for the second six months should at least reach the level achieved in the first half.

The net interim dividend is effectively raised from 0.53p to 1.2p per 25p share—last year's final was 3.75p after adjusting for the one-for-five scrip issue.

Interest payments for the first half rose from £73,000 to £27,000. There was again no tax however, and earnings per share climbed sharply from 5.3p to 16.1p.

subsidary of Occidental Petroleum Corporation of the U.S.

The office building is let to Occidental on a full repairing and insuring lease for a term of 20 years from November 16 1981. Rent reviews, in an upwards only direction, take place every five years. The valuation certificate values the property at £7.8m.

The current rental income, which shows a surplus over financing costs, is expected to increase significantly following the rent review in November 1988.

On the basis of the consolidated balance sheet of Mountleigh and its subsidiaries as at April 30 1983—adjusted for the proposed purchase (including expenses of £234,000) and the professional valuation—the transaction will result in an immediate increase in net asset value per share from 281.9p to 289.5p.

**Bellair Cosmetics**

The directors of Bellair Cosmetics issued a statement yesterday which halted the meteoric rise of the company's shares.

Bellair's chief product is loss-making hair lacquer. The company has halted stockbrokers since April when shares were worth 17p. They rose to a high of £12 but dropped 75p yesterday to £11.25 when the directors claimed to be baffled about the reason for Bellair's popularity.

Stockbrokers anticipated a major deal as shares rose, but none so far has materialised. They are watching Mehmet Teimer, the Turkish businessman who bought a 79 per cent controlling stake in Bellair last April, very carefully.

Bellair is expected to be used as a vehicle for a larger operation but so far nobody knows

**Ocean Wilsons optimistic on Brazilian operations**

The Brazilian economic situation continues to give cause for concern, say the directors of Ocean Wilsons (Holdings) in a review of its operations there.

But they point out the company's business is largely connected with shipping and exports from Brazil form the most important part of the business and should continue to provide a reasonable volume of activity for Ocean's operating companies.

They add that the Brazilian subsidiary operated during the second half of 1983 about the same level as in the first six

**Radiant Metal**

Increased profits before tax of £48,000 against £13,500 have been shown by Radiant Metal Finishing for the six months to the end of August 1983. Turnover of the company which is engaged in electro-plating and metal finishing expanded from £310,000 to £335,000.

The directors are postponing any decision on the interim dividend until the full year results are known. In the last full year Tax for the half year came to £18,000 (£5,000).

**Yearlings total £21.7m**

Yearling bonds totalling £21.7m at 9 1/2 per cent have been issued by the following local authorities:

Merthyr Tydfil Borough Council £1m; Barry (Metropolitan Borough) £0.25m; East Hampshire District Council £0.5m; Rhondda BC £1m; Gateshead BC £0.5m; Harborough DC £0.45m; Lambeth (London Borough) £0.5m; Lancaster City Council £0.5m; Newham (London Borough) £1m; North Hertfordshire DC £0.5m;

Nottingham (City of) £1m; Tonbridge and Malling DC £0.5m; Wansbeck DC £0.25m; Wellesborough DC £0.25m; Liverpool (City of) £2m; Glasgow (City of) £1.5m; Renfrew DC £1m; Hillingdon (London Borough of) £1m; Northampton (City of) £2.5m; Newark DC £0.5m; Redditch DC £0.5m; Thameside Metropolitan BC £1m; Cygnau Valley (Borough of) £0.5m; Northampton (Borough of) £0.5m; Portsmouth (City of) £1m; Sunderland (Borough of) £1m; Vale Royal DC £0.5m.

NEW LIFE BUSINESS Boost from MIRAS and unit-linked sales

LAST YEAR is turning out to be a very good year for life companies operating in the UK in respect of their new business. There were two major factors affecting buoyant sales in 1983 which impinged to a varying degree on all life companies.

The changeover last April to the new method of crediting tax relief on mortgage interest payments, known as MIRAS (mortgage interest relief at source), stimulated sales of life contracts used for repaying house mortgages.

Unlinked life sales by conventional life companies took off last year when these companies raised commission rates following the ending of the official commission agreement.

However, the continuing economic depression held back growth in new life and pensions income, both through redundancies and in a slackening of rises in employees' earnings.

Norwich Union Life Insurance Group reported a 50 per cent rise in new worldwide annual premiums to £112m and a 43 per cent rise in single premiums to £170m.

In the UK, new annual premiums on ordinary life policies more than doubled to £81.3m in 1983, while contracts accounted for £54m—three-and-a-half times the 1982 level of £15m. Annual premiums on individual pensions rose nearly 10 per cent to £12m but group pensions annual premiums were nearly 20 per cent lower at £12m.

of linked life bonds which nearly tripled to £38m.

Group pensions business declined slightly with new annual premiums dropping from £12m to £10.7m and single premiums from £2.5m to £2.2m. The Society did well on sales of individual pension business while its pensions managed fund subsidiary recorded a 43 per cent rise in new annual premiums to £20m and a jump more than 150 per cent in single premiums to over £75m.

The Scottish Life Assurance Company recorded a 42 per cent rise in new annual premiums from £12.5m to £17.8m. New annual premiums on ordinary life business nearly doubled from £8.1m to £11.6m, boosted by a decline in group pension premiums from £6.1m to £5.5m.

Single premium business increased by a quarter from £9.5m to £12.1m, following a one-third jump in single premiums on group pensions from £8.1m to £10m.

Clerical, Medical and General Life Assurance Society reported total new annual premiums up by one-third from £33.8m to £41.6m. New annual premiums on ordinary life business improved by 80 per cent from £10.5m to £18.6m, with premiums on mortgage-related contracts rising by more than 150 per cent. New annual premiums on individual pensions rose by nearly 60 per cent from £1.7m to £2.7m.

Clerical Medical, in contrast with other life companies, saw improvements in its group pensions business. New annual premiums were nearly 10 per cent higher at £11.5m against £10.5m in 1982. Individual pensions rose 60 per cent from £7.2m to £11.4m. The company also had a good year for ordinary life annuity business with premiums of £19.1m against £10.2m in 1982.

The managed fund subsidiary attracted £31.2m of new funds last year against £9.7m in 1982. The total fund assets at the end of 1983 reached £144m. The value of funds invested by the Pension Fund Management Service rose from £250m to £500m during 1983.

In the article in yesterday's Financial Times on the bonus declarations of Clerical Medical, the terms of the new ordinary life business should have been 70 per cent of attaching bonuses, including any interim bonus. This represents a 10 per cent increase on the previous scale.

The company also increased reversionary bonus rates on all classes of individual pension contracts, and made significant improvements on its terminal bonus scales for these contracts.

GKN chairman 'surprised' by AE about-turn

Sir Trevor Holdsworth, chairman of GKN, said yesterday that he was "surprised" that AE had turned against a previously agreed offer valuing AE at £60m.

Mr Holdsworth said in a statement earlier this week, Mr John Collyear, AE's chairman, told shareholders that his company would resist a takeover attempt from GKN if the bid was cleared by the Monopolies Commission. He had previously agreed terms with GKN before the offer was cleared by the Monopolies Commission.

Sir Trevor said yesterday that "we find it hard to reconcile what Mr Collyear has said in his company's statement with the letter he sent to shareholders last August recommending our offer."

He added: "We continue to believe in the mutually agreed industrial logic of the merger."

Eagle urges members to accept revised BAT bid

The directors of Eagle Star and its advisers, Hill Samuel & Co., strongly recommend all shareholders to accept the revised 1983 bid from BAT Industries by 3 pm on January 18.

Sir Denis Mountain, chairman and managing director of the UK insurer, says that the board has never been in any doubt that BAT is a much more appropriate acquirer for Eagle than Allianz Versicherung, the West German insurance group.

The board, he says, is totally satisfied with the assurances BAT has given regarding management staff and policies and it believes that Eagle faces an exciting future as part of the UK tobacco, paper and retailing groups.

He adds, were the BAT offer to lapse, the Eagle share price would be likely to fall to a level substantially below the 700p cash per share being offered and shareholders would suffer a very significant loss. Yesterday the shares were unchanged at 692p.

The alternative consideration

Higher bonus from NU

Norwich Union Insurance, unlike many life companies, has declared higher reversionary bonuses for 1983, lifting the rate by 10p to 4.85 per cent of the basic benefit and attaching bonuses. The terminal bonus scale, which is based on the entry year of the contract, is significantly increased for claims in 1984.

The effect of these changes on ordinary endowment policies is to increase maturity values by between 9 per cent and 13 per cent compared with a year ago.

Equity and Law Life Assurance Society is maintaining its normal reversionary bonus rate at 4.50 per cent of the basic benefit and attaching bonuses. This rate applies to both individual life and pension contracts.

The society has continued the process started in the 1982 declaration of consolidating the terminal bonus by paying an additional reversionary bonus. The rates depending on entry year are:

1984: 4.85 per cent  
1985: 4.75 per cent  
1986: 4.65 per cent  
1987: 4.55 per cent  
1988: 4.45 per cent  
1989: 4.35 per cent  
1990: 4.25 per cent  
1991: 4.15 per cent  
1992: 4.05 per cent  
1993: 3.95 per cent  
1994: 3.85 per cent  
1995: 3.75 per cent  
1996: 3.65 per cent  
1997: 3.55 per cent  
1998: 3.45 per cent  
1999: 3.35 per cent  
2000: 3.25 per cent

Smith Bros

RIT and Northern, the investment group headed by Mr Jacob Rothschild, has sold its 7.7 per cent stake in stock jobbers Smith Bros.

Of the 1m shares sold, half have been taken up by investors in industry, and the rest placed privately. Investors in industry now hold 1.25m Smith Bros shares, or 3.6 per cent of the present issued capital.

RIT bought a five per cent stake in Smith Bros two years ago, and subsequently gave undertakings to the Stock Exchange not to increase the holding after taking a 29.9 per cent stake in another member firm, Kitecat and Aitken. A further 400,000 shares were acquired last month by RIT's New York subsidiary, F. Rothschild Unterberg Towbin. Both stakes have now been sold.

A 29.9 per cent stake in Smith Bros was acquired three weeks ago by merchant bank N. M. Rothschild, from which Jacob Rothschild broke away three years ago.

**LADBROKE INDEX**

769-770 (+1)

Based on FT Index

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**Carborundum Abrasives plc**  
a company formed by its Directors

has acquired the European Abrasives business of

**The Carborundum Company**

a wholly owned subsidiary of

**The Standard Oil Company (Ohio)**

**Lazard Frères & Co.**  
**Lazard Brothers & Co., Limited**  
acted as financial advisers to  
**The Standard Oil Company (Ohio)**

**Granville & Co. Limited**  
are financial advisers to  
**Carborundum Abrasives plc**  
and arranged the financing

January 1984

**BASE LENDING RATES**

A.B.N. Bank	9 1/2%	Hambro Bank	9 1/2%
Allied Bank	9 1/2%	Ind. & Gen. Bank	9 1/2%
Amro Bank	9 1/2%	Hill Samuel	9 1/2%
Henry Ansbacher	9 1/2%	C. Hoare & Co.	9 1/2%
Arbuthnot Latham	9 1/2%	Hongkong & Shanghai	9 1/2%
Armo Trust Ltd.	9 1/2%	Kingsnorth Trust Ltd.	10%
Bank Leuven (UK) plc	9 1/2%	Knowles & Co. Ltd.	9 1/2%
Banca de Bilbao	9 1/2%	Lloyds Bank	9 1/2%
Bank Hapoalim BM	9 1/2%	Maitland Limited	9 1/2%
BCCI	9 1/2%	Edward Manon & Co.	10%
Bank of Ireland	9 1/2%	Mepham and Sons Ltd.	9 1/2%
Bank of London	9 1/2%	Midland Bank	9 1/2%
Bank of Scotland	9 1/2%	Morgan Grenfell	9 1/2%
Banque Paribas	9 1/2%	National Bk. of Kuwait	9 1/2%
Barclays Bank	9 1/2%	National Girobank	9 1/2%
Beneš & Co. Ltd.	10%	Royal Trust Co. Canada	9 1/2%
Brewer Holdings Ltd.	10%	Standard Chartered	9 1/2%
Brit. Bank of the East	9 1/2%	Trade Dev. Bank	9 1/2%
Barclays Bank	9 1/2%	TCB	9 1/2%
Beneš & Co. Ltd.	10%	Trust Bank	9 1/2%
Brewer Holdings Ltd.	10%	United Bank of Kuwait	9 1/2%
Brit. Bank of the East	9 1/2%	United Mizrahi Bank	9 1/2%
Barclays Bank	9 1/2%	Volkswagen Intl. Ltd.	9 1/2%
Beneš & Co. Ltd.	10%	Westpac Banking Corp.	9 1/2%
Brewer Holdings Ltd.	10%	Williams & Glyn's Bank	9 1/2%
Brit. Bank of the East	9 1/2%	Wittrust Secs. Ltd.	9 1/2%
Barclays Bank	9 1/2%	Yorkshire Bank	9 1/2%
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Top quality 24 exposure colour print film only £1.25 available in 110, 126 and 135 sizes.

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## APPOINTMENTS

### UNITED KINGDOM

# Standard Chartered board changes

Following Royal Assent for Standard Chartered Merchant Bank Act 1983, the business of STANDARD CHARTERED MERCHANT BANK and MAIBL were fully integrated from December 31. From January 3, Mr J. T. S. Bower, Mr A. P. Brown, Mr H. A. P. Farmer, Mr D. W. H. Farmer, Mr J. L. Kaye and Mr T. Pomeroy are appointed executive directors of Standard Chartered Merchant Bank. Mr J. McNeill, secretary of Standard Chartered Merchant Bank, was also appointed secretary of SCMB Holdings.

Mr Ernest Bigland has been appointed joint chairman of LONDON TRUST. Mr Bigland was previously deputy chairman. Mr Edward Davies is to resign as chairman on March 31.

BRITISH MOHAIH HOLDINGS has appointed Mr Charles M. Fenton a non-executive director. Mr Fenton is vice-chairman and managing director of E.B.A. Group. Mr J. A. Clogh intends to retire from the board on May 25 and will relinquish the position of chairman after the annual meeting on May 9. It is intended to appoint Mr Fenton as his successor.

Mr Hugh Joyce has resigned as a director of the BOWATER CORPN. and given up his appointment as chairman of Bowater North America Corp. Mr Joyce has been succeeded as president and chief executive of Bowater North America by Mr A. P. Gammie.

MERCE AND INDUSTRY in succession to Mr Duncan Newson who has retired. Mr Harrison has spent 25 years with the TCM Group and is a former chairman of the managing director of Tozer Kemsley and Millhouse.

Mr T. S. Kilpatrick has been appointed to the board of CARBOLITE FURNACES, a subsidiary of Thermal Scientific.

Mr Brian P. Fear has been appointed marketing director of SAFETY AIR (SERVICES), Wigan.

POLYMARK (SUSSEX) has appointed Mr David J. Thurlow as production director. He was a senior consultant with P-E Consulting Group.

Mr John Burridge has been appointed to the board of INTER COMMODITIES. He joined the company in 1979 and is a senior dealer and member of the investment panel.

ROXBURGH GUARANTEE CORPORATION has appointed Mr Rowland H. Landman its chairman.

Mr M. A. Djanogly and Mr S. Canwell have been appointed directors of FULLETT AND FOLEY (MONEY MARKETS) COMPANY.

Mr Trevor Forbes has been appointed a director of HILL SAMUEL PENSIONS INVESTMENT MANAGEMENT.

Mr Ken Chapman, ALLIANCE BUILDING SOCIETY's general manager (marketing) retired on December 23 and has been succeeded by Mr Tim Myers. Mr Myers has been general manager marketing (designated) since January 1983. He will be responsible for formulating the Society's financial products, overseeing the running of its 203 branches, and for the Alliance's advertising strategy.

Mr Alexander Ritchie, deputy chairman, has succeeded Mr Nigel Robson as chairman of GRINDLAYS HOLDINGS and of GRINDLAYS BANK.

Mr Rob Harris has been appointed managing director of NDC International, London-based subsidiary of National Data Corp of Atlanta, Georgia. He joins from Visa International, where he was business development manager.

Mr Tom Harrison has been appointed head of the international division of the LONDON CHAMBER OF COM-

### INTERNATIONAL

## Peat Marwick post

Mr Thomas L. Holton, chairman of Peat Marwick in the U.S. since 1979, has been elected to the additional position of chairman of PEAT MARWICK INTERNATIONAL (PMI), the accounting firm's worldwide organisation. He succeeds Sir John Greshield, senior partner of Peat Marwick's UK practice, who has served as PMI chairman since 1980.

Mr J. Gordon Forsyth, president of Forsyth Carterville Coal Co. of Clayton, Mr Ben Peck, chairman of Wohl Shoe Company of Clayton, and Mr Earl E. Walker, president of Carr Lane Manufacturing Co. of Webster Groves. Their terms of office will commence when the proposed merger takes effect on January 3 if approved by County Tower's stockholders. Mr Merle M. Sangmeister, chairman of County Tower, who prior to the merger plan had announced his intention to retire at the end of this year, will continue as an advisory director to Commerce Bancshares during 1984.

INLAND STEEL CO. has elected Mr Jerome W. Van Gorkom a director. Mr Van Gorkom is a former member of Inland's board and resigned from all of his directorships in 1982 when he was appointed Under Secretary of State for Management in the U.S. Department of State by President Reagan. He resigned from Government service on October 14.

Mr Stanley M. Freedman has been named managing director of Europe for MCGRAW-HILL COMPANY, INC. Mr Freedman, who will be based in Marseille, will oversee all European subsidiary managers and functional support group staff. For the past year he has served as director of operations-Europe. Mr John M. Truempy will succeed the retiring Mr Hans Beck as managing director of McCormick SA in Switzerland at the end of this year. Mr Beck, who joined the company in 1956, will remain as chairman and serve as a consultant.

THE ARAB INVESTMENT COMPANY (TAIC) has appointed Mr Hikmat S. Nawayhid as executive director of its banking division and general manager of The Arab Investment Company OBU Branch. The OBU will conduct commercial banking, interbank and treasury business, and will provide investment banking and portfolio services. Mr Nawayhid joins TAIC from the Industrial Bank of Kuwait where he was executive manager.

Dr Margaret G. Kerr has been named vice-president, environment, occupational health and safety of ALCAN ALUMINIUM, Canadian parent company of British Alcan Aluminium. She joined Alcan in 1982 as director of occupational health, prior to which she held a number of positions in the health field with Shell Canada. Dr Kerr succeeds Mr J. Hugh Faulkner, who earlier this year was appointed managing director of Inland Aluminium Company, a 50.5 per cent-owned subsidiary of Alcan.

Mr Brian D. Williamson has joined WELLS FARGO BANK as senior vice-president and manager of the global foreign exchange and trading division of the funding group. He is responsible for overall trading strategies, risk control and development of customer foreign exchange business through the bank's six foreign exchange locations. He was formerly senior vice-president and chief financial officer of California Canadian Bank, the state chartered subsidiary of Canadian Imperial Bank of Commerce and agent of the parent organisation's San Francisco agency.

Mr Donald M. Murray, managing vice-president of AEA's Boston office, has been named president and chief operating officer.

Mr Alex Henriksen has been appointed president of NOVO INDUSTRI (JAPAN). He managed Novo's activities in Japan from 1974 to 1978 and was the first general manager of the company when it was established in 1977.

AMAX has designated executive vice-president Mr Martin V. Alonzo as its chief financial officer. He was responsible for the specialty and light metals operations. He is also a member of the board of the company's 50 per cent-owned aluminium company, Alumax Inc.

Mr Richard J. Newell, southeastern district (Atlanta, Georgia), and Mr Carl L. Peterson, western district (San Francisco, California).

Mr Ruggiero Forti, deputy general manager of Interport (Schwartz) Holding, has been appointed board chairman of INTERSPORT INTERNATIONAL CORP., sporting goods retailers' purchasing organisation.

Mr George Elias has been promoted to the newly created post of senior vice-president, administration and controller of Flexi-Van Leasing Inc.

These securities having been placed privately, this announcement appears as a matter of record only.

New Issue September 1983

# IRI

Istituto per la Ricostruzione Industriale

LIRE 100,000,000,000  
Floating-rate bonds due 1988

With Warrants to purchase shares of Banco di Santo Spirito S.p.A.

BANCA NAZIONALE DEL LAVORO

COFIRI S.p.A.

SIFA S.p.A.

All of these securities have been sold. This announcement appears as a matter of record only.

New Issue December 1983

# STET

IRI Group

LIRE 300,000,000,000  
Floating-rate bonds due December 1988

With Warrants to purchase Saving shares of SIP Società Italiana per l'Esercizio Telefonico p.A.

BANCA NAZIONALE DEL LAVORO

COFIRI S.p.A.

Mr Hikmat S. Nawayhid, executive director of The Arab Investment Company.

THE CHICAGO MERCANTILE EXCHANGE has made several senior management appointments in connection with a complete staff reorganisation. Ms Barbara A. Richards has been appointed senior vice-president, marketing. She will continue to be responsible for the exchange's marketing services. Mr Thomas E. "Rick" Klicollia has been appointed senior vice-president, research and chief economist. Mr William A. Asay has been appointed vice-president of financial marketing.

Mr R. Edward Glover has been appointed vice-president and regional director for the European and African operations of DEL MONTE INTERNATIONAL, INC. from January 1. He succeeds Mr Ronben Chakallan who has been appointed executive vice-president of R. J. Reynolds Tobacco International at the company's Winston-Salem headquarters in the U.S. Reynolds Tobacco and Del Monte are subsidiaries of R. J. Reynolds Industries Inc.

LOTUS DEVELOPMENT CORP has promoted Mr Jim Manz to vice president of marketing and sales. He joined Lotus in June as director of marketing from McKinsey and Company where he was a consultant. Mr Steve J. Crammery has been named national retail sales manager. He comes to Lotus after 17 years at IBM and will report to Mr Manz.

Mr David L. Sokol has become vice-president of OGDEN CORPORATION. He will be responsible for co-ordinating activities in design, engineering and construction. Mr Sokol joins Ogdén from Clark where he was assistant vice-president for major project financial structure.

## Standard Chartered

Standard Chartered Finance B.V.  
(Incorporated with limited liability and established at Amsterdam in The Netherlands)

US\$200,000,000 Guaranteed Floating Rate Notes 1984  
Guaranteed on a subordinated basis as to payment of principal and interest by

### Standard Chartered Bank PLC

(Incorporated with limited liability in England)

In accordance with the provisions of the Notes, notice is hereby given that for the six months period (182 days) from 5th January to 5th July, 1984 the Notes will carry interest at the rate of 10% per cent. per annum.

The interest payment date will be 5th July, 1984. Payment which will amount to US\$524.51 per US\$10,000 Note, will be made against surrender of Coupon No 1

J. Henry Schroder Wagg & Co. Limited  
Agent Bank



## Hapoalim International N.V.

Guaranteed Floating Rate Notes 1987

For the six months 6 January 1984 to 6 July 1984

The Notes will carry an interest rate of 10% per annum  
Coupon Value U.S.\$37.15  
Listed on The Stock Exchange, London



## Reed International P.L.C.

Unsecured Loan Notes 1985

first issued in July 1980 to electing shareholders in London & Provincial Poster Group Limited

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# Forecasts 1984

## A painful slimming programme



STEEL  
PETER BRUCE

EARLY LAST year a South Korean steel executive dismissed complaints from U.S. steel producers about alleged dumping with the words: "They're inefficient, uncompetitive and frightened."

By all accounts 1984 will be the year when the barons of big steel in the U.S. set out to prove him wrong.

Against a background of chronic international overcapacity, steelmakers in the U.S. are making a determined effort to close works and replace antiquated equipment—a painful and costly process that the Europeans have been trying to get off the ground for several years. The Americans are also showing the most determined signs of combating even further expansion by low cost third world producers.

The economic recovery in the U.S. has helped. Third quarter 1983 losses at Bethlehem Steel, LTV, Wheeling Pittsburgh, Continental Steel and Inland Steel all dropped sharply compared with 1982. U.S. Steel, the country's major producer, turned in a third quarter profit (thanks largely to Marathon Oil) as did Kaiser Steel.

But the U.S. producers have not been lulled into a false sense of security by rising sales figures, and they have begun to transform their industry.

In theory, total U.S. steel-making capacity stands at around 150m tonnes. The last time production approached anything like that was the 136m tonnes recorded in 1973. By the end of last year output had fallen to around 67m tonnes with an increase to 77m in pro-

spect for this year.

It was the merger agreement last year between LTV and Republic Steel which would make them the nation's second largest producer, that pulled the industry back into the public eye.

Analysts hailed the move as a watershed and insisted that the pruning of duplicated plant operated by the two was precisely the right medicine for U.S. steel. The industry needed to shrink and consolidate. It is an old message. In fact, a few months before the LTV-Republic announcement, U.S. Steel had sown the seeds of its own restructuring when it appointed Mr Thomas Graham, formerly with Jones and Laughlin, as its chief of operations. Mr Graham is widely credited with having devised the dramatic restructuring announced at the end of 1983. This involves assets worth over \$1bn.

The U.S. Steel move could take up to 10m tonnes of capacity out of the industry. Already, some 10m tonnes have been lost through closures announced by Bethlehem and Armco. The LTV-Republic merger could result in the loss of a further 5m tonnes in steelmaking capacity.

It is still not clear at what point the U.S. industry's shrinkage will stop. Some analysts believe a further 15m tonnes over and above the U.S. Steel closures are threatened, which would bring usable U.S. capacity into line with the Japanese—at between 100m tonnes and 120m tonnes.

A major proportion of new investment this year will go into energy-efficient continuous casting technology, raising the proportion of crude products formed in this way from 30 per cent to 40 per cent—but still well below the 50 per cent in the UK, 65 per cent in France and Germany and nearly 80 per cent in Japan.

Given the new lead from U.S. Steel, U.S. producers would rather outstrip the draw-out efforts to scale down the steel industry in Europe, where suspension between individual producers, and between the producers and the European Community bureaucracy, over prices and the monitoring of production quotas is now well entrenched.

The severity of the minimum price limits agreed by EEC governments just before Christmas illustrates this. EEC producers will be required to make cash deposits against shipments which could be forfeited if the price limits are breached.

The new controls represent an inevitable extension of the European Commission's attempts to impose restructuring and rationalisation on the industry. These have failed over the past three years mainly because it was mistakenly believed that what made sense to the Commission made sense to the producers, many of whom would rather wait for the weaker among them to collapse.

There are political problems too, with the Italians, for instance. They are unhappy about having to cut nearly 5m tonnes in capacity from the state sector with job losses totalling some 25,000. State administrations in West Germany have objected to restructuring proposals which deprive them of major industries.

While observers agree that the imposition of the minimum price guidelines should strengthen the Commission's hand over the industry, the move could simply shift the focus of suspension and price cutting to other areas. The price limits cover mainly flat products and heavy structures—less than half of EEC output—leaving important strip-consuming operations such as pipes, coated steels, rod, bar and wire. Margins in many of these

products have remained relatively healthy over the past year, but it is quite conceivable that these could now come under heavy pressure as producers try to deflect the effect of the new controls. And it is the Commission, not the producers, which will have to shoulder the burden of proving to competing steelmakers that pricing is fair. Given the cynicism with which bureaucrats are viewed by the industry, this will not be easy.

The U.S. and European industries have a capacity problem that the world's major producer, Japan, is quite unable to face. All five Japanese majors—Nippon Steel, Nippon Kokan, Kobe Steel, Sumitomo Metals and Kawasaki Steel—lost heavily last year. But by law they are simply not allowed to scrap plants. Fortunately, Japanese producers have invested heavily in plant over the past 10 years, which allows them to run works at a much lower rate than anywhere in the West.

The Japanese producers will have been far from sanguine at reports that Indonesia plans to build a \$500m seamless pipe mill. Four of the six pipe mills began building a year ago and the market boomed. It has since collapsed, with prices falling more than 50 per cent, leaving them with expensive assets and, now, an apparently determined competitor on their doorstep.

South Korea's Pohang Iron and Steel Company is to go ahead with a \$500m, 2.7m tonne integrated works. Further evidence that, despite suggestions to the contrary, the growth in third world steel production is not flattening out.

To many producers, present-day steel is a plan for the modest requirements of the domestic markets their industries were built to serve.

But while pleas from the U.S. steelmakers for worldwide imports quotas are not likely to be met by the current U.S. Administration, pre-Christmas moves in Washington to discourage lending for steel projects could prove to be a watershed in the development of third world steel.

The U.S. Eximbank is looking for international agreements which would prevent further lending and the U.S. Commerce Department is opposing U.S. involvement in the financing of the new Pohang works.

## A crucial capacity cutback test



CHEMICALS  
CARLA RAPOPORT

IF A party was called to celebrate the recovery currently under way in the chemical industry, very few would come. And a fair number of those who did show up would very likely ignore the drink and lecture the others present on why they should shut down more of their capacity.

The chemical industry expects continued improvement in 1984. But most within the industry remain reluctant to celebrate this prospect. The memory of costly, past mistakes is a very fresh one. Many fear that the current upturn could lead to a repetition of those errors and another bout of the painful losses which went with them.

Top executives at almost every major chemical company echo the same theme—the industry must not become complacent. Rationalisation must continue, prices must rise, margins have a lot further to go. This year, they say, the industry must prove that it can do more than break even or turn a small profit on a reasonable level of volume growth. Mr John Harvey-Jones, chairman of Imperial Chemical Industries of the UK, which virtually eliminated the losses at its huge petrochemical and plastics division in 1983, says: "Our next challenge must be to convert this capital-intensive business to realistic profit."

He says this should happen this year, but adds: "The industry still has 15 to 20 per cent overcapacity in Europe and the need for further rationalisation remains."

According to Mr Ray Knowland, the new chief executive of BP Chemical, 1983 was somewhat disappointing, despite the healthy upturn in volume. "We thought (ethylene) cracker shut-downs would continue in 1983," he says. "Tragically, that didn't happen. 1984 will be very much a year of decision for the industry. It will be our last chance to get that rationalisation finished before the Middle East petrochemical plants come on stream."

The slow-down in the pace of early 1982, the European chemical industry generally agreed that some 2.5m tonnes of ethylene capacity ought to be shut down because of lagging demand for the basic petrochemical feedstock. Of that total, 1m tonnes was shut in 1982, but only 300,000 tonnes is believed to have been closed in 1983. Similar cutbacks were identified by the U.S. and Japanese industries as necessary, and rationalisation efforts have been somewhat more successful in those countries.

Others are somewhat optimistic. Mr Charles Doscher, president of the marketing arm of Enchem, the newly created, government-owned Italian chemical group, says: "Every one was so blooded before, I think they've learned their lesson. No one seems to be interested in price wars. There has been a lot of hoopla about the need for more rationalisation, but I think most countries have done what they can. Operating rates are good and profits will be better."

Mr Doscher says that sales volumes in Europe should improve by around 10 per cent in 1984, which is slightly more optimistic than predictions made by various other competitors. Most, however, agree not to be pinned down. "We've been wrong about volumes so many times in the past," said one IOP industry executive. "I'm reluctant to forecast. Just say 1984 will be better."

The industry is set on raising

expectations. Even so, companies are extremely cautious about the level of real underlying demand. Mr Tom Hutchison, chairman of IOT's petrochemical and plastics division, says about half of the upturn in volume is real consumption and the other half is due to the refilling of the stock pipeline.

"Predictions for growth in 1984 vary, but over the longer term the industry is generally agreed that consumption of chemicals in the industrialised world is not likely to be more than 1.5 times GDP growth in most countries. If that, "Volume will continue to be strong in the first half of 1984," says Mr Hutchison. "But I begin to grow nervous about the second half of the year." He predicts that the industry will arrive in 1984.

"I hope like hell that the industry does not sit back and become complacent as the trade cycle improves in 1984," he says.

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or at least maintaining prices during the year. Dr David Smith, chief executive of Esso Chemical in London, an Exxon subsidiary, says that operating rates have improved dramatically and some of his plants are operating close to their limits. Price improvements, as a result, have been sustainable, particularly in synthetic and specialty rubbers, he says.

The more efficient chemical companies remain fearful, however, that their weaker competitors will continue to put pressure on prices, which have been sorely depressed since late 1980, in order to achieve higher volumes. Even so, nearly all the companies report a useful upturn in prices in the second half of 1983 (see chart), and a widening of margins in the fourth quarter.

While prices are nowhere near their 1980 peaks, it is important to remember that operating costs have been slashed over the past three years and capital investment has been cut right back. At BP Chemical, for example, the group's capital spending is currently about 60 per cent of its former level.

"Our greatest collective crime of the 1970s," said Mr Harvey-Jones at a recent industry conference, "was the appalling use of capital. How could intelligent men build plants that had a stock turnover of 18 months? I've got some plants with longer turnover periods. We were so obsessed with big projects that we lost our sense."

The industry agrees that lower growth rates will mean lower levels of investment for many years to come in the bulk sectors of the industry.

Large capital investments are continuing, however, in the Middle East, where a programme of petrochemical plant construction is expected to be completed next year. When fully on stream, the Saudi Arabian chemical industry is expected to have an output equal to about 5 per cent of the world's production.

Most of the large chemical companies are busily working on marketing deals with the Saudis, but the major impact of the new producer may not be known until late this year or early next.

With a major new producer in the wings, the challenges ahead for the industry on pricing and rationalisation are critical ones.

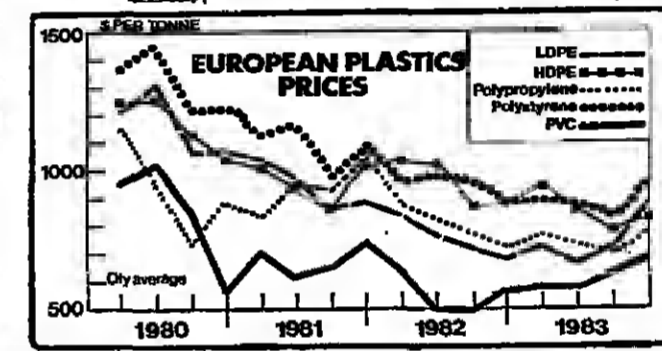
This concludes a series of industrial and economic forecasts published in the FT this week.

### STEEL CONSUMPTION — THE OUTLOOK

(Apparent consumption in million metric tons)

	1983 estimate	1984 forecast	% change
European Community	89	93	+ 4.5
Other West Europe	31	31	—
Japan	66	67	+ 1.2
Other industrial countries	21	25	+ 19
Developing countries	89	92	+ 3.4
Commonwealth	204	206	—
China and North Korea	53	53	—
World Total	653	677	+ 3.7

Source: IISI



## TECHNOLOGY

### How video will beat Big Brother

Now that we have arrived in 1984, it seems that video has emerged as a tool of the people rather than of big brother. Everybody is watching instead of being watched—and the proliferation of new products or applications makes keeping up with it all the biggest problem of the year.

Four developments will probably dominate the video industry in 1984: the video disc, interactive video (which does not necessarily mean the video disc), compact video cameras, and hi-fi video. In between is the promise of a succession of new goodies developed either to help us, charm us or more probably confuse us.

Hi-fi video arrived in some British shops just before Christmas — thanks to Panasonic again beating some of its rivals to the High Street. It provides hi-fi stereo sound quality in place of the low-grade sound usually associated with the video disc. It achieves this by employing rotating instead of fixed soundheads and, additionally, FM rather than AM signal processing — equivalent to the high quality of FM radio reception.

The result is outstanding. Direct comparisons with compact disc (CD) optical audio discs failed to reveal any difference.

The video side of the system is also improved (although not to the same extent). At a little over £700 it is likely that hi-fi VHS recorders will become the universal audio-video system for the home that has everything else the conventional hi-fi system could become redundant — so that it all happens via the same VHS tape, as audio, video, or both.

A development such as this merely adds to the confusion over the future of video discs because — until now — the disc has not only yielded superior picture quality than tape but also hi-fi sound. It does so at a much lower price, and even the cheapest players — such as Hitachi's at under £300 — yields sound quality that will satisfy the average music listener. Hitachi's player (using RCA's CED technology) also gives picture quality that is remarkably good for a system significantly simpler than the optical Laser-Visión format.

Yet the optical disc is now establishing itself and 1984

### Video & Film

By JOHN CHITTOCK

could well see an end to the question marks about it. The discs do not come, yet, from consumer enthusiasm but the growth of professional applications. Innovative projects are emerging in the most unexpected places.

For example, Marconi Avionics has provided a disc system for McDonnell Douglas in the U.S. to assist in aircraft maintenance. The optical disc player (in this case from Sony) provides an audio-visual reference system for use by an engineer when working in an aircraft — this includes limited audio playback even when still pictures are "held" for display. The engineer can see the replay on a display mounted in the peak of his safety helmet — rather like an aircraft "head up" display.

The Audio-Visual Centre of London University has just revealed its video disc venture, funded by a grant of £200,000 (the major part from the Department of Trade and Industry plus £60,000 from Thorn EMI).

This will involve the production of four video discs — two on aspects of human anatomy, one related to law studies and another veterinary medicine.

The Centre has already produced a pilot video disc to explore its use in computer-controlled learning programs. This experimental disc includes 10,000 still photographs and has been made in collaboration with Cambridge University's Department of Anthropology and others.

Such exercises now seem to be springing up all over the UK and the U.S. Even arcade games manufacturers in North America are adopting the video disc to bring more realistic games to this flagging branch of the leisure business. Some games offer horse racing and Grand Prix car events, providing both realism and instant interactivity between player and program.

The newly-formed CAT company (Computer Assisted Television) has another unusual project in hand for the Hasbette multi-store complex at

L'Opera in Paris. In the case of this 21st century concept — where video and the cinemas will be featured as major themes — a wall of 54 flat-panel screens is being installed as a multi-screen display, remotely programmed by six video disc players plus a live camera and videotape. The flexibility of the video disc in retrieving still or moving pictures is ideal in such situations.

The company responsible for making the discs — CAT — is one of several deeply involved in interactive video. Some confusion prevails as to what exactly this "interactive" means. George Orwell would have been disappointed because interactive video merely places control of the television programme in the hands of the viewer instead of the sender; the viewer can not only stop, reverse or move about the programme, but can seek responses from the video programme appropriate to questions or needs posed by the viewer's reactions to the story so far.

In its most elegant form, interactive video uses a touch-sensitive TV screen. This automatically registers the point in a scene touched by the viewer and rapidly accesses an appropriate part of the disc in response.

The compact video camera/recorder is the other development that will capture the imagination of all who use it in 1984 — signalling the "brain death" of 8 mm film.

By 1984, hi-fi sound on video will be joined by hi-fi pictures — from the VCR and the television set itself, still using the 625 line PAL method of transmission. Although much has been made of high definition television, which uses many more lines than conventional television, improvements in picture quality are possible without the expensive re-engineering of our broadcast transmission systems.

At present, the consumer may be indifferent to the improvements in picture quality that are possible — just as the consumer was indifferent to hi-fi sound 30 years ago. But by 1984, bigger and better pictures will be wanted to accompany the hi-fi sound. By then, we shall all be in control of television instead of being its slaves, watching big brother sharper than ever, warts and all.

### BRITISH RESEARCHERS PLAN SPACE COMMUNICATIONS FOR VEHICLES

## Satellite messages for cars

BY PETER MARSH

BRITISH RESEARCHERS have borrowed a technique from the Soviet Union in plan for a communications satellite that would provide radio links for cars and lorries.

The satellite would be placed in a highly elliptical orbit around the earth such that it hovers above Britain for some eight hours a day. During this period, vehicles would point their aerials directly upwards to set up a radio connection with the spacecraft.

The antennas could be nothing more than flat sheets that are glued to the roofs of cars or lorries and painted over. That is the view of engineers at the Science and Engineering Research Council's Rutherford Appleton Laboratory near Oxford who are working on the scheme.

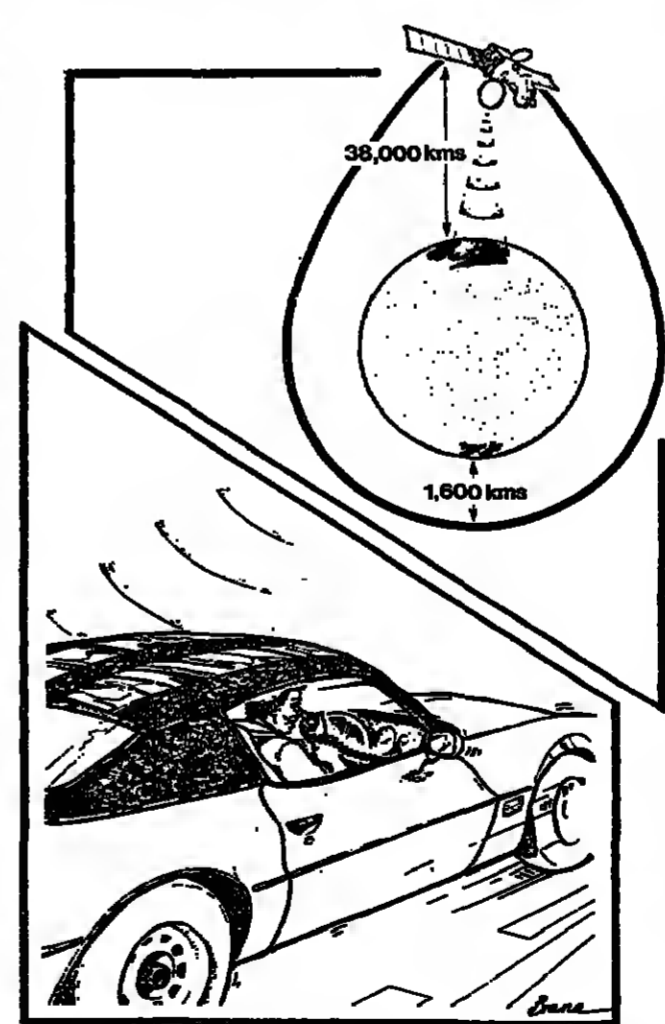
If the council and other government departments approve the plan, the £20m vehicle could enter orbit in 1988. The Department of Trade and Industry and the Ministry of Defence may contribute to the cost.

The spacecraft's full name is the Communications Engineering Research Satellite. Commercial versions of the hardware could bring a nationwide system of radio communications to vehicles such as ambulances, road tankers and trains. The existing radio bands for vehicles and other mobile users are becoming increasingly crowded. The problem will be eased only partially by the introduction of cellular radio in Britain later this decade.

Cellular radio will connect vehicles to each other and to the public telephone network but it will probably become available spasmodically and only in large towns.

Communications satellites are normally in the geostationary orbit 36,000 kilometres above the equator but this orbit is unsuitable for land vehicles in a northerly country such as Britain. The Rutherford Appleton Laboratory is developing a geostationary spacecraft, cars and lorries would have to point their antennas to a point in the sky a long way south. In built-up areas, transmission would be blocked by buildings.

The British satellite would enter what is called a Molniya orbit. This is on account of the Soviet spacecraft of this name that are in similar trajectories.



A satellite in a highly elliptical orbit could beam messages between car drivers in Britain. Signals would be received by flat antennas glued to cars' roofs.

Because its launch sites are in such northerly latitudes, the Soviet Union has difficulty placing satellites in the geostationary orbit. Providing several Molniya spacecraft are circling the earth at a given time, the satellites can provide coverage of the Soviet Union for 24 hours a day.

The British satellite would reach its furthest point from the earth over the UK, some 38,000 km into space. In this part of its orbit, the vehicle would be travelling very slowly. This is why, at this position, it "sees" the earth for as long as 8 hours.

The spacecraft's trajectory would take it closest to the earth on the other side of the globe to Britain. At this point, the satellite would be about 1,600 km above the South Atlantic.

Such highly elliptical orbits have been largely ignored by the people in the western world who plan satellite communications. Instead, they have concentrated on injecting spacecraft into the geostationary ring, which is rapidly becoming clogged.

Some voice channels could also be available.

The Automobile Association and Shell are among the organisations which say they may be interested in using the satellite. The spacecraft would provide communications between service vehicles and tankers respectively.

If the plan goes ahead, Britain could gain a world lead in communications by satellite for vehicles. Canada is the only country committed to a similar system.

EDITED BY ALAN CANE

## DALE GENERATING SETS



Dale Electric of Great Britain Ltd, Electricity Buildings, Epsom, Surrey, Tel: 0723 53444 Telex: 2246

### Energy

## Economic washes for laundries

LAUNDRIES USE an enormous amount of energy of which some could be recovered says Future Laundry Systems, a Warwickshire based company. It has developed a heat recovery system which it says can recover up to 85 per cent of energy which would normally be lost down the drain.

The Dynatherm system has been designed to operate with large continuous batch washers known in the trade as tunnels. Future Laundry Systems believes that its new unit will have application in hospital laundries throughout the UK. In addition the wide use of heat recovery washers in Europe gives the system considerable export potential. More information on 0926 612121.

### Measurement

## Pressure transmitters

CHELL INSTRUMENTS of North Walsham, Norfolk, is marketing a new absolute pressure transmitter said to be resistant to most corrosive process gases including hydrogen fluoride and hydrogen fluoride.

The transmitter is one of the Baratron family of pressure sensing systems developed by MRS Instruments of Boston widely used in nuclear enrichment plants in the UK, Netherlands, West Germany and the U.S.

The new transmitter uses a two-wire, 4-20mA output especially suited to large process plants where voltage-dependent systems are prone to failure from Chell on 0682 402488.



Cocoa speculators run for cover as prices plunge, Page 30

SECTION III - INTERNATIONAL MARKETS FINANCIAL TIMES

Thursday January 5 1984

NEW YORK STOCK EXCHANGE 22-24 AMERICAN STOCK EXCHANGE 23-24 WORLD STOCK MARKETS 24 LONDON STOCK EXCHANGE 25-27 UNIT TRUSTS 28-29 COMMODITIES 30 CURRENCIES 31 INTERNATIONAL CAPITAL MARKETS 32

KEY MARKET MONITORS. Includes line graphs for Tokyo New Stock Exchange, Dow Jones Industrial Average, FT Industrial Ordinary Index, and various stock market indices (New York, London, Tokyo, Australia, Austria, Belgium, Canada, Denmark, France, West Germany, Hong Kong, Italy, Netherlands, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, World) and commodity prices.

WALL STREET Credit hopes encourage confidence

A MORE confident mood emerged on Wall Street yesterday when turnover in both stock and bond sectors showed a welcome increase. Credit market specialists remained convinced that U.S. interest rates are likely to ease in the short term, and some analysts suggested that the Federal Reserve might loosen its credit policies, writes Terry Byland in New York.

EUROPE Six of the best for the Dutch

AGGRESSIVE buying by both Dutch and foreign institutions took Amsterdam to its sixth successive record high yesterday in hectic trading which took the ANP-CBS general index 1.0 higher to 182.7.

TOKYO Record high in new year buying spree

THE Tokyo market greeted the new year in a buoyant mood, and the Nikkei-Dow average reached another all-time high yesterday, as investors, spurred by expectations of full economic recovery in 1984, went on an extensive buying spree, centring on optical communications issues and blue chips with the likelihood of stock splits, writes Shigeo Nishiwaki of Jiji Press.

nationalisations, brightened Paris trading yesterday. Peugeot, despite its industrial unrest and a generally weak motor sector, gained FFf 1 to FFf 208 and Elf-Aquitaine added FFf 3 to FFf 173.

LONDON Secondary stocks in limelight

LEADING equities continued to drift back from last week's record levels in London. An early decline was the result of a lack of fresh investment incentives and shares failed to find support before a late rally on technical considerations and Wall Street's brighter early trend.

HONG KONG SINGAPORE SOUTH AFRICA CANADA

LEADING shares closed unchanged or slightly higher in Hong Kong but sufficient impetus existed to nudge the Hang Seng index 6.2 higher to 877.26.

Dubai daily from Heathrow. Gulf Air. Thirteen TriStar flights a week. The warmest possible welcome, complimentary refreshments and entertainments, choice of International and Middle Eastern cuisine, honoured by La Chaine des Rôtisseurs. Voted best airline to the Middle East second year running. There's no better businessman's choice to the Gulf. GULF AIR Spread your wings







AMERICAN STOCK EXCHANGE COMPOSITE CLOSING PRICES

Table of American Stock Exchange Composite Closing Prices, organized into columns by stock category (e.g., A, B, C, D, E, F, G, H, I, J, K, L, M, N, O, P, Q, R, S, T, U, V, W, X, Y, Z).

Continued on Page 24

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Table of New York Stock Exchange Composite Closing Prices, organized into columns by stock category (e.g., A, B, C, D, E, F, G, H, I, J, K, L, M, N, O, P, Q, R, S, T, U, V, W, X, Y, Z).

Sales figures are unofficial. Yearly highs and lows reflect the previous 52 weeks plus the current week, but not the 25 per cent or more has been paid, the year's high-low range and dividends are shown for the new stock only. Unless otherwise noted, rates of dividends are annual disbursements based on the stated declaration.

a-dividend also states b-annual rate of dividend plus stock dividend c-liquidating dividend d-called c-dividend yearly e-dividend declared or paid in preceding 12 months. g-dividend in Canadian funds, subject to 15% non-resident tax. h-dividend declared after split-up or stock dividend. i-dividend paid this year, omitted, deferred, or no action taken at latest dividend meeting. j-dividend declared or paid this year, an actual issue with dividends in arrears. n-new issue in the past 52 weeks. The high-low range begins with the start of trading. m-1st day delivery. P/E-price-earnings ratio. q-dividend declared or paid in preceding 12 months, estimated cash value on ex-dividend or ex-distribution date. u-new yearly high. v-trading halted. w-bankruptcy or receivership or being reorganized under the Bankruptcy Act, or securities assumed by such companies. wd-when distributed. wh-when issued with warrants. x-dividend or a-crisis. y-50% distribution. z-50% distribution.





WORLD STOCK MARKETS

AMERICAN STOCK EXCHANGE PRICES

Table of American stock exchange prices including columns for 12 Month High/Low, Dividend Yield, and various stock symbols like AMEX, NYSE, and OTC.

CANADA

Table of Canadian stock prices with columns for Jan 4, Price, and % change.

DENMARK

Table of Danish stock prices with columns for Jan 4, Price, and % change.

NETHERLANDS

Table of Dutch stock prices with columns for Jan 4, Price, and % change.

AUSTRALIA

Table of Australian stock prices with columns for Jan 4, Price, and % change.

JAPAN (continued)

Table of Japanese stock prices with columns for Jan 4, Price, and % change.

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- Conference Speakers Include: The Hon Henry C. Wallich, The Hon Robert D. Kissin, The Hon Lionel H. Olmer, General J. E. McInerney, The Hon Nabil Sadek, Mr. George J. Vojta, Colonel Donald Kendall, Mr. Shinzo Koboro, Ambassador of Egypt, Director, International Economics and Energy Affairs, Office of the Secretary of Defense, Washington, D.C., Andrew C. E. Hilton, Guenter Reimann, Leo Welt, Geoffrey Bell, IR Publications Group, IR Publications Group, Welt Enterprises, Chairman, Geoffrey Bell & Co., Inc.

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Indices

Table of stock indices for various countries including Australia, Belgium/Luxembourg, Canada, Denmark, France, Germany, Hong Kong, Italy, Japan, Netherlands, Norway, Singapore, South Africa, Sweden, Switzerland, and the UK.

Table of exchange cross rates for various currencies including Pound Sterling, U.S. Dollar, Deutschmark, Japanese Yen, French Franc, Swiss Franc, Dutch Guilder, Italian Lira, Canadian Dollar, and Belgian Franc.

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LONDON STOCK EXCHANGE

MARKET REPORT

RECENT ISSUES

Emphasis switches to secondary equities but leaders only marginally easier at the close

EQUITIES

Table of recent issues with columns for issue name, price, and change.

FIXED INTEREST STOCKS

Table of fixed interest stocks with columns for issue name, price, and change.

"RIGHTS" OFFERS

Table of rights offers with columns for issue name, price, and change.

Text describing market conditions and recent price movements.

ACTIVE STOCKS

Table of active stocks with columns for stock name and price change.

TUESDAY'S ACTIVE STOCKS

Table of Tuesday's active stocks with columns for stock name and price change.

RISES AND FALLS YESTERDAY

Table showing rises and falls in stock prices from the previous day.

LONDON TRADED OPTIONS

Table of London traded options with columns for option name, price, and change.

FINANCIAL TIMES STOCK INDICES

Table of financial times stock indices with columns for index name and value.

HIGHS AND LOWS S.E. ACTIVITY

Table showing high and low values for various stock indices.

Text discussing the performance of gold stocks and mining companies.

Text discussing the performance of secondary equities and market activity.

Text discussing the performance of fixed interest stocks and rights offers.

Text discussing the performance of active stocks and market trends.

Text discussing the performance of Tuesday's active stocks and market movements.

Text discussing the performance of rises and falls in stock prices.

Text discussing the performance of London traded options.

Text discussing the performance of European options exchange.

Text discussing the performance of fixed interest rates and yields.

Account Dealing Dates

Table of account dealing dates for various months.

Text discussing the emphasis on secondary equities and market conditions.

Text discussing the performance of secondary equities and market activity.

Text discussing the performance of secondary equities and market activity.

Text discussing the performance of secondary equities and market activity.

FT-ACTUARIES SHARE INDICES

Text describing the FT-Actuaries Share Indices.

Table of FT-Actuaries Share Indices with columns for index name and value.

FIXED INTEREST

Table of fixed interest rates and yields with columns for rate and yield.

Text discussing the performance of secondary equities and market activity.

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LOANS - continued

Table with columns: Public Board and Ind., Financial, Foreign Bonds & Rails, Americans

BRITISH FUNDS

Table with columns: Short, Five to Fifteen Years, Over Fifteen Years, Undated, Index-Linked

AMERICANS

Table with columns: Americans

CANADIANS

Table with columns: Canadians

BANKS, H.P. & LEASING

Table with columns: Banks, H.P. & Leasing

COMMONWEALTH AND AFRICAN LOANS

Table with columns: Commonwealth and African Loans

LOANS Building Societies

Table with columns: Building Societies

FT LONDON SHARE INFORMATION SERVICE

BANKS - Continued

Table with columns: Banks - Continued

BEERS, WINES & SPIRITS

Table with columns: Beers, Wines & Spirits

BUILDING INDUSTRY, TIMBER AND ROADS

Table with columns: Building Industry, Timber and Roads

ELECTRICALS

Table with columns: Electricals

FOOD, GROCERIES, ETC.

Table with columns: Food, Groceries, Etc.

CHEMICALS, PLASTICS

Table with columns: Chemicals, Plastics

ELECTRICALS - Continued

Table with columns: Electricals - Continued

ENGINEERING

Table with columns: Engineering

INDUSTRIALS (Miscel.)

Table with columns: Industrials (Miscel.)

FOOD, GROCERIES - Cont.

Table with columns: Food, Groceries - Cont.

HOTELS AND CATERERS

Table with columns: Hotels and Caterers

INDUSTRIALS (Miscel.)

Table with columns: Industrials (Miscel.)

FULL GRANTS SKELMERSDALE For qualifying businesses. Skelmersdale Development Corporation 32123

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INDUSTRIALS—Continued

Table of industrial stocks including companies like British Petroleum, Shell, and ICI, with columns for stock price, price change, and volume.

LEISURE—Continued

Table of leisure stocks including companies like British Airways, British Telecom, and British Gas.

PROPERTY—Continued

Table of property stocks including companies like British Land, Granada, and News International.

INVESTMENT TRUSTS—Cont.

Table of investment trusts including companies like British American Investment Trust and British Overseas Investment Trust.

OIL AND GAS—Continued

Table of oil and gas stocks including companies like British Petroleum, Shell, and Esso.

MINES—continued

Table of mining stocks including companies like Anglo American, De Beers, and Anglo Coal.

Saitama Bank advertisement with logo and contact information: INTERNATIONAL BANKING HEADQUARTERS, TOKYO 031 211-1211.

MOTORS, AIRCRAFT TRADES

Table of motor and aircraft trade stocks including companies like British Leyland and British Aerospace.

SHIPPING

Table of shipping stocks including companies like British Shipbuilders and British Overseas Airways.

SHOES AND LEATHER

Table of shoes and leather stocks including companies like British Shoe and Leather.

SOUTH AFRICANS

Table of South African stocks including companies like Anglo American and De Beers.

OVERSEAS TRADERS

Table of overseas trader stocks including companies like Anglo Siam and Anglo Dutch.

NEWSPAPERS, PUBLISHERS

Table of newspaper and publisher stocks including companies like News International and Newsprint.

TEXTILES

Table of textile stocks including companies like British Textiles and British Wool.

TOBACCO

Table of tobacco stocks including companies like British American Tobacco.

TRUSTS, FINANCE, LAND

Table of trusts, finance, and land stocks including companies like British American Investment Trust.

PLANTATIONS

Table of plantation stocks including companies like Anglo Siam and Anglo Dutch.

PAPER, PRINTING, ADVERTISING

Table of paper, printing, and advertising stocks including companies like Newsprint and British Paper.

PROPERTY

Table of property stocks including companies like British Land and Granada.

INSURANCE

Table of insurance stocks including companies like British American Insurance and British Overseas Insurance.

TOBACCO

Table of tobacco stocks including companies like British American Tobacco.

OIL AND GAS

Table of oil and gas stocks including companies like British Petroleum and Shell.

REGIONAL AND IRISH STOCKS

Table of regional and Irish stocks including companies like Anglo Irish and Anglo Siam.

Notes section providing details on stock prices, dividends, and company announcements.

OPTIONS

Table of options including 3-month call rates and other financial instruments.

Recruit Issues and Rights Page 27, providing information on recruitment and rights issues.



AUTHORISED UNIT TRUSTS

Table listing various unit trusts such as British Equities, Crown Unit Trust Services Ltd, and others, including their names and brief descriptions.

FT UNIT TRUST INFORMATION SERVICE

Main table of unit trusts with columns for Name, Type, and other details. Includes sections for FT Unit Trust Information Service, FT Unit Trust Information Service, and FT Unit Trust Information Service.

Table listing various financial products and services, including Royal Bank, National Provincial, and others.

Table listing various insurance policies and providers, including Allianz, Aviva, and others.

Table listing various insurance policies and providers, including Allianz, Aviva, and others.

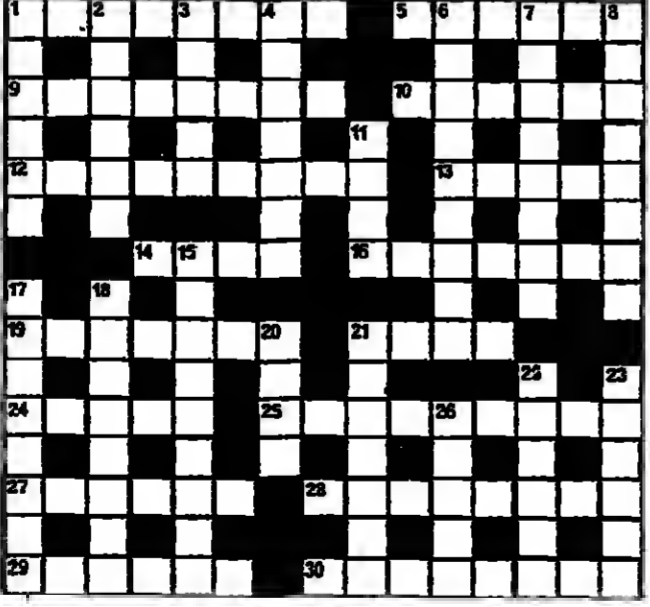
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F.T. CROSSWORD PUZZLE NO. 5308

- ACROSS
1 & 5 What non-scientist did at College? (8,3,3)
9 Hide match as a swindling trick (4,4)
10 Droop against the vessel (6)
12 Corrupt argument for a ride in the park (6,3)
13 Face? My? Top? in the right place! (5)
14 Depressed sportsman (4)
16 Person of great quality is mad backing fiddler mainly (7)
19 Roy gave change to the traveller (7)
21 Pain is style without a god (4)
24 Causeless dissenter? (5)
25 Maths term I announce at end of Hilary in a reasonable way (9)
27 A stage direction on the way out (6)
28 Make 14 by removing drink? (3)
29 and 30 Sweet society and the outcome? (Avoids the problem) (6, 5)



8 Entrance - taken in thanks in uplifting Indian cooking (5)
26 The island's fiddle? Not half (5)
Solution to Puzzle No. 5307
ACROSS
1 INJURY
2 TIME
3 HIGH
4 REME
5 VERA
6 STICKER
7 BUSH
8 ENTRANCE
9 MATCH
10 DROOP
11 CORRUPT
12 FACE
13 DEPRESSION
14 SPORTSMAN
15 QUALITY
16 FIDDLER
17 TRAVELLER
18 PAIN
19 CAUSELESS
20 MATHS
21 STAGE
22 MAKE
23 SWEET
24 SOCIETY
25 OUTCOME
26 ISLAND
27 FIDDLE
28 HALF

Table listing various insurance policies and providers, including Allianz, Aviva, and others.

Table listing various insurance policies and providers, including Allianz, Aviva, and others.

Table listing various insurance policies and providers, including Allianz, Aviva, and others.

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INSURANCE & OVERSEAS MANAGED FUNDS

Main table containing various fund names, company names, and numerical data points across multiple columns.

Table listing various insurance and fund products with their respective details.

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Notes and additional information at the bottom of the page regarding fund performance and regulations.







CURRENCIES, MONEY and CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar at record levels

The dollar finished at record levels against several major currencies, including the French franc and Italian lira, and near a 10-year peak in terms of the D-mark, but retreated from the best levels of the day...

The D-mark lost ground to most currencies of the Frankfurt exchange, including the dollar which was fixed at DM 2.7865, the highest level for nearly 10 years...

The yen improved against the dollar in Tokyo, with the U.S. currency falling to ¥233.30 from ¥233.63 in New York on Tuesday...

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FINANCIAL FUTURES

Firmer tone

Interest rate contracts were in demand for active trading in the London International Financial Futures Exchange yesterday...

underpinned by a slightly softer tone in the London International Financial Futures Exchange yesterday...

EMS EUROPEAN CURRENCY UNIT RATES

Table with columns for currency, unit, and percentage change. Includes entries for Belgium, Denmark, France, Germany, Greece, Ireland, Italy, Netherlands, Portugal, Spain, and UK.

THE POUND SPOT AND FORWARD

Table showing spot and forward rates for the pound against various currencies like the dollar, franc, and yen.

LONDON

Table of London market data including three-month and six-month rates for various currencies.

CHICAGO

Table of Chicago market data including three-month and six-month rates for various currencies.

THE DOLLAR SPOT AND FORWARD

Table showing spot and forward rates for the dollar against various currencies like the pound, franc, and yen.

OTHER CURRENCIES

Table listing exchange rates for various international currencies such as the Australian dollar, Canadian dollar, and Hong Kong dollar.

CURRENCY MOVEMENTS

Table showing percentage changes in currency values for various countries.

EXCHANGE CROSS RATES

Table showing cross rates between major currencies like the dollar, franc, and yen.

EURO-CURRENCY INTEREST RATES

Table showing interest rates for various Euro-currency deposits and loans.

MONEY MARKETS

Table showing money market rates for various currencies and instruments.

DISCOUNT HOUSES DEPOSIT AND BILL RATES

Table showing discount rates for deposits and bills at various financial institutions.

MONEY RATES

Table showing money market rates for various currencies and instruments.

FT LONDON

Section header for FT London market news.

INTERBANK FIXING

Table showing interbank fixing rates for various currencies.

DISCOUNT HOUSES DEPOSIT AND BILL RATES

Table showing discount rates for deposits and bills at various financial institutions.

MONEY RATES

Table showing money market rates for various currencies and instruments.

NEW YORK (Lunchtime)

Table showing money market rates for various currencies and instruments in New York.

MONEY RATES

Table showing money market rates for various currencies and instruments.

FT LONDON

Section header for FT London market news.

INTERBANK FIXING

Table showing interbank fixing rates for various currencies.

DISCOUNT HOUSES DEPOSIT AND BILL RATES

Table showing discount rates for deposits and bills at various financial institutions.

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Table showing money market rates for various currencies and instruments.

NEW YORK (Lunchtime)

Table showing money market rates for various currencies and instruments in New York.

MONEY RATES

Table showing money market rates for various currencies and instruments.

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Perpetual Group Growth Fund. Managers' Annual Report 1983. Send now for the Report on Britain's most successful Growth Fund. The last year has been another historic year for the Perpetual Group Growth Fund. For the ninth successive year since we launched the Fund the units have risen in price and were up in value at the end of the year by 49%. It has been a year when the growth in the value of units exceeded 1,000% since launch, and a year when we consolidated the Fund's position as Britain's best performing authorised unit trust for capital growth since its launch on 11 September 1974.



INTERNATIONAL CAPITAL MARKETS

FT INTERNATIONAL BOND SERVICE

The list shows the 200 latest international bond issues for which an adequate secondary market exists. The following are closing prices for January 4.

Table with columns: U.S. DOLLAR STRAIGHTS, U.S. DOLLAR CONVERTIBLES, U.S. DOLLAR OTHER STRAIGHTS, U.S. DOLLAR OTHER CONVERTIBLES, U.S. DOLLAR OTHER OTHERS, U.S. DOLLAR OTHER OTHERS, U.S. DOLLAR OTHER OTHERS.

Table with columns: U.S. DOLLAR STRAIGHTS, U.S. DOLLAR CONVERTIBLES, U.S. DOLLAR OTHER STRAIGHTS, U.S. DOLLAR OTHER CONVERTIBLES, U.S. DOLLAR OTHER OTHERS, U.S. DOLLAR OTHER OTHERS, U.S. DOLLAR OTHER OTHERS.

Market sees launch of Eurodollar bonds worth \$400m

BY MARY ANN SIEGHART IN LONDON THE FIRST straight Eurodollar bond issues for over a month were launched yesterday - four totalling \$400m. Sears Roebuck, the American retailer, launched two: one for \$150m in the Eurodollar market and a \$30m issue in the Asia dollar market, where Eurobonds are distributed in the Far East. The larger issue has a seven-year life and pays 11% per cent at par. Led by Goldman Sachs and Dean Witter Reynolds, it traded just outside its 1% point selling concession at a discount of about 1% per cent. The smaller issue is for five years and has an 11% per cent coupon at a price of 99 1/2. First Chicago Asia is leading the deal, with Dean Witter Reynolds, Bangkok Bank, Daiwa Securities, United Overseas Bank and Wardley. Another large U.S. retailer, R.H. Macy, issued a \$100m, seven-year bond with an 11% per cent coupon at par, led by Lehman Brothers and Goldman Sachs. Dealers reported slightly more interest in this than the Sears deal and it traded at a discount equal to its 1% point selling concession. Finally, Tokai Bank launched its long-expected swap-related \$100m bond. This, too, is for seven years, but the coupon, at 12% per cent, is significantly higher, reflecting investor preference for corporates over bank names. Salomon Brothers is running the books and co-lead managers are Tokai International and Morgan Grenfell. The bond traded at a discount of around 1% per cent in the pre-market. Even though the straight Eurodollar bond market has been effectively closed since the end of November, there was apparently no great rush to buy these issues. The dollar secondary market saw moderate activity tailing off in the afternoon. Prices closed unchanged to slightly better. NYK Line, the Japanese shipping company, is raising SwFr 100m in the Swiss franc public bond market. Indications are that the maturity will be either eight or 10 years with corresponding yields of 5% or 6 per cent. Credit Suisse is lead manager. Ushio Inc, the Japanese lamp and optical equipment maker, issued a SwFr 60m convertible private placement yesterday through SBC. The five-year bond has an indicated yield of 2% per cent. Prices of secondary bonds rose slightly in Switzerland but eased in Germany during a day of reasonable turnover in both markets.

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Advertisement for AHOLD INTERNATIONAL (NEDERLANDSE ANTILLEN) N.V. Dfls 100,000,000 5% Bearer Bonds 1984 due 1990/1994. Includes Ahold logo and list of participating banks.

Advertisement for EUROPEAN ECONOMIC COMMUNITY Dfls 200,000,000 8% Bearer Bonds 1984 due 1990/1994. Includes logo and list of participating banks.